

Office of
Governmentwide
Policy



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U.S. General
Services
Administration

Governmentwide Real Property Information Sharing Study

GRPIS Study South Florida



Office of Real Property

Governmentwide Real Property Information Sharing
(GRPIS) Study

SOUTH FLORIDA



U.S. General Services Administration
Office of Governmentwide Policy
Office of Real Property
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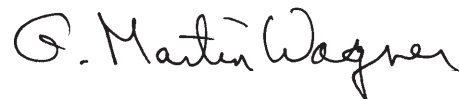
FOREWORD

The Office of Governmentwide Policy is pleased to issue the South Florida Governmentwide Real Property Information Sharing (GRPIS) Study. This document is a product of the GRPIS Project, which is designed to encourage, develop, and evaluate methods of sharing real property information on a community-wide basis that lead to better real property asset management decisions. I think you will find the GRPIS Study provides valuable information on the South Florida Federal community and may also be applied to other communities. If you have any comments or questions regarding the South Florida GRPIS Study or the GRPIS Process, please forward them to:

Gary Jordon at gary.jordon@gsa.gov and (202) 501-1219 or
Carol Braegelmann at carol.braegelmann@gsa.gov and (202) 208-3992

I want to recognize David L. Bibb whose Office of Real Property responded to an Office of Management and Budget request for follow-on initiatives to implement the Federal Real Property Asset Management Principles. Under the guidance of Stanley C. Langfeld, the Real Property Policy Division spearheaded the planning and completion of this effort. Gary Jordon and Carol Braegelmann conducted and wrote the study, assisted by Robert Harding.

Most importantly, I want to acknowledge and extend my appreciation to the many real property professionals of the Federal, state, and local agencies in the South Florida community who assisted in this study. Your participation has been invaluable in our endeavors to improve Federal real property asset management.



G. Martin Wagner
Associate Administrator
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EXECUTIVE SUMMARY

The South Florida Federal community was selected for Phase 2 of the Governmentwide Real Property Information Sharing (GRPIS) pilot program conducted by the General Services Administration (GSA), Office of Governmentwide Policy, Office of Real Property (ORP) to verify the results of the initial Phase 1 pilot project conducted in 1997 in the Seattle-Everett-Tacoma area of Washington State. The individual GRPIS projects are part of the overall GRPIS pilot program designed to encourage, develop, and evaluate methods of sharing real property information on a community-wide basis that lead to better real property asset management decisions.

The Program was developed in response to an Office of Management and Budget (OMB) request to implement the Federal Real Property Asset Management Principles, issued by ORP on October 16, 1996, as GSA Bulletin FPMR D-240. The Asset Management Principles were compiled in response to OMB's initial request to increase coordination among Federal agencies on real property issues. The Asset Management Principles are a guide for Federal agencies to use in managing their portfolio of real property assets.

The GRPIS pilot program promotes these principles by encouraging increased communication among agencies by establishing a means for agencies to have more information when making Federal real property decisions on a community-wide basis. To address the two components of information and communication, the GRPIS program was developed to answer the following questions:

- **What type of community-based real property information is essential and what degree of detail is needed?**
- **What is the best form for presenting this information to all Federal agencies?**

Goals

The premise and ultimate goal of the GRPIS program is to encourage and enlist interagency participation in establishing methods of communicating among Federal agencies within a community. Potential benefits to participating agencies include:

- Learning how other Federal agencies have improved operations and reduced costs.
- Exchanging solutions to common problems.
- Gathering reliable information from colleagues on Federal real property issues.
- Collaborating to address common needs and concerns.
- Saving resources by collaboratively gathering information.
- Improving Federal real property asset management by sharing information.

Findings

Community Characteristics

The focus of the South Florida GRPIS project is the counties of Broward and Dade which together form the Miami - Fort Lauderdale Consolidated Metropolitan Statistical Area. This geographic area

is comprised of 14 Federal landholding agencies and 28 Federal agencies in GSA space for a total of approximately 10 million square feet of space.

The Miami area economy is based strongly on tourism and international trade. South Florida is a major gateway between the United States and Latin America, with the Port of Miami being the eighth busiest cargo port in the Nation and Miami International Airport serving 35 million passengers a year. This strong economy has resulted in Broward and Dade Counties' population growing 22% between 1980 and 1998 to 3.4 million people.

Federal Facilities

Most Federal agencies are represented in South Florida, although certain agencies have a more significant presence due to the impacts associated with the geographic location of South Florida. The number of Federal agencies and the extent of their Federal programs and real estate presence in South Florida is greatly influenced by the environmental conditions, drug enforcement operations, inspection of imported goods, and immigration of foreign nationals.

Federal Facilities' Services and Amenities

All agencies have missions that directly benefit U.S. citizens and residents, but in addition to these missions, agencies often perform other public services beyond their primary missions that benefit citizens in small but concrete ways. In this capacity agencies in South Florida perform many services that aid the public. Some of these services and programs are part of national programs while others are specific to South Florida. Many of these programs may involve a combination of education, program, and facility enhancements to better serve the community.

Interagency Resources and Programs

Many Federal agencies have missions that are related to other Federal agencies as well as their counterpart state and local agencies. In many instances, collaboration has occurred both on national and local levels that enhances the operations of those agencies involved, while maintaining or reducing the costs of those operations. The resulting programs and shared resources from these collaborations range from informal conversations to formal procedures at staff and/or management levels. There are numerous examples of these collaborations involving shared space, services, or supporting agency missions, both internally and externally.

Bright Ideas (or Better Ways of Doing Business)

Numerous ideas were encountered during the data gathering phase of instances where Federal agencies used methods to address real property issues that were unique and found to be successful. These ideas encompassed many aspects of Federal real property issues, from operations to construction.

Recommendations

Possible future actions include:

- Form a Federal real property group that meets periodically to share information regarding space needs and vacancies, facility management and real property issues being dealt with by member agencies, and to learn new developments in Federal, State, or local real property policy or regulations.
- Explore the benefits of developing a newsletter to share facility management information in order to reach all facility personnel in South Florida.

- Develop a Federal hurricane-aftermath response strategy, and based on the Hurricane Andrew aftermath, develop a plan of action that incorporates the lessons learned and services each Federal agency could provide to maintain Federal operations at an optimal level.
- Distribute information on projects done by agencies in the last five years (major and minor construction projects, leases, etc.) to provide points of contacts for topics, as well endorsements for and concerns regarding the contractors used for the projects.
- Distribute information on meeting, conference, and training facilities that are available for use by other Federal agencies.
- Explore the opportunities of sharing contracts to benefit from the magnitude of the Federal presence in South Florida and the existing contracts for property and systems maintenance used by the large Federal landholding agencies.
- Create an interagency working group to address land use in the Richmond Heights area where there are a number of Federal landholding agencies with properties in this area that border one another and are considering land use changes in the short-term. Such a working group would ensure that the overall Federal perspective regarding land use is considered as agencies make final land use decisions.
- Explore sharing space by contraband and drug interdiction agencies where sharing space may enable additional real estate cost savings by creating flexibility in the amount of space leased for such purposes to more closely match the need which is operationally dependent.
- This executive summary provides the general findings and recommendations of the project. The document itself provides information on specific programs already in place, as well as Internet sites and contact names, addresses, and phone numbers for real property personnel to use in finding more information on particular services or programs and to further Federal agency collaboration in South Florida.

PREFACE

GRPIS Program Overview and South Florida Project

The South Florida Federal community was selected for Phase 2 of the Governmentwide Real Property Information Sharing (GRPIS) pilot program to verify the results of the initial Phase 1 pilot program conducted in 1997 in the Seattle-Everett-Tacoma area of Washington State. The individual GRPIS projects are part of the overall GRPIS pilot program designed to evaluate methods of sharing real property information that lead to better real property asset management decisions on a community-wide basis. The primary goal of the GRPIS pilot program is to encourage interagency communication.

The GRPIS pilot program is being conducted by the General Services Administration (GSA), Office of Governmentwide Policy, Office of Real Property (ORP). The Program was developed in response to an Office of Management and Budget (OMB) request to implement the Federal Real Property Asset Management Principles, issued by ORP on October 16, 1996, as GSA Bulletin FPMR D-240. The Asset Management Principles were compiled in response to OMB's initial request to increase coordination among Federal agencies on real property issues. The Asset Management Principles are a guide for Federal agencies to use in managing their portfolio of real property assets. The nine principles are:

Asset Management Principles

- 1. Use What You Have First**
Real property assets under the custody and control of the Federal Government should be considered first when accommodating Federal agency mission requirements.
- 2. Buy Only What You Need**
The amount of interest in Federal real property assets should be the minimum necessary to effectively support a Federal agency's mission.
- 3. Use Industry-Like Instruments of Agreement**
Real property assets of the Federal Government should be utilized among agencies with the use of instruments of agreement that follow the best practices of the industry.
- 4. Reinvestment Is Essential**
Reinvestment in a real property asset is essential to maintain its fair market value, its ability to benefit from advancements in business practices and technologies, and to support the Federal mission and enhance employee productivity.
- 5. Income/Expenses Comparable To The Market**
Any income realized by a real property asset during its useful life should approximate that generated by comparable commercial property; while any expense by such an asset during its life cycle should approximate that incurred by a comparable commercial property.
- 6. Maximize Use Among Agencies**
The maximum utility of a real property asset can be realized if it is continuously transferred among agencies having mission needs while it is under the control of the Federal Government.
- 7. Timely Disposal**
A Federal real property asset that has no further mission support use by the Federal Government should be disposed of timely and in a manner that best serves the public interest.

8. Retain Proceeds From Disposal And Outleasing

The proceeds gained from the disposal of a Federal real property asset, or from outleasing, should be available for use by the agency having custody, control and use of the asset.

9. Professional Training

Federal employees should be given the training needed to perform their jobs at the highest level of professionalism, and in order to utilize models and other analytical tools for optimizing their real property asset management decisions.

The GRPIS pilot program promotes these principles by encouraging increased communication among agencies by establishing a means for agencies to have more information when making Federal real property decisions on a community-wide basis. To address the two components of information and communication, the GRPIS program was developed to answer the following questions:

- **What type of community-based real property information is essential and what degree of detail is needed?**
- **What is the best form for presenting this information to all Federal agencies?**

In response to these questions, the ORP conducted Phase 1 of the pilot program with an analysis at the completion of the Seattle-Everett-Tacoma Project. The analysis was based on information and insights gained during the completion of the Seattle-Everett-Tacoma Project that are explained in the GRPIS Report document, available on the following Office of Real Property Internet site: policyworks.gov/org/main/mp/library/policydocs/publica.htm. The analysis recommended the development of a GRPIS program. As a result, a second phase of the GRPIS program was developed that continued the pilot projects and further refined the program purpose to incorporate the establishment of real property councils at the community and national levels.

The refined GRPIS program purpose continues to foster the sharing of real property information and interagency communication leading to better real property asset management, while looking for opportunities to use innovative means to bridge between agency stovepipes by working together. These means include both community and national level opportunities.

At the community level, real property professionals from Federal agencies are encouraged to network and communicate with each other to facilitate real property asset management. The ultimate goal of each GRPIS project is the formation of a community-based Real Property Council, comprised of real property personnel from all Federal agencies in each community. The Councils would provide forums to share real property information that will assist them in everyday facility operations, developing long-term plans, and making real property asset management decisions.

Each GRPIS project seeks to identify community issues with potential nationwide applications, to develop as initiatives involving community and national level participation of affected agencies. National level participation would be through the Federal Real Property Council, established in spring 1998, consisting of senior level real property executives from most Federal agencies. The desired outcome is the management of a more efficient and cost effective real property operation by the Federal Government.

The ORP role is to facilitate and collaborate with Federal real property professionals, such as realty specialists, community planners, facility managers, etc. at the community and national levels to:

- Inform agencies of GRPIS program benefits.
- Identify useful information to be shared.
- Establish support for the formation of Real Property Councils.

- Identify and develop common issues and concerns that have the potential for nationwide applicability as follow-on initiatives.
- Utilize innovative methods of exploring opportunities for cost savings and more efficient operation of real property assets.

For more information on the GRPIS program and other ORP initiatives, visit our homepage at www.policyworks.gov/org/main/mp/linkit.htm or call our office on 202-501-0856.

1.0 INTRODUCTION AND PURPOSE

The South Florida GRPIS project is part of the second phase of the Governmentwide Real Property Information Sharing (GRPIS) Pilot Program. The purpose of Phase 2 is to verify the results and transferability of the Phase 1 Seattle-Everett-Tacoma GRPIS project to other Federal communities.

In Phase 2, the Office of Real Property is conducting concurrent GRPIS projects in two Federal communities. The South Florida GRPIS Project is one of the two concurrent projects; it is being conducted by the Office of Real Property and is being modeled after the Seattle-Everett-Tacoma GRPIS project. The other concurrent project is in Boston and is being conducted by an inter-agency group of Federal real property personnel with guidance from the Office of Real Property. In addition to verifying the results of Phase 1, these differing approaches will seek to identify the advantages of each process, in an effort to determine the most effective avenues by which to best support the sharing of real property information.

1.1 Goals

The ultimate goal of the GPRIS program is to enhance methods of communicating among Federal Agencies within a community. The formation of a community-based Real Property Council, comprised of Federal real property personnel in the South Florida community, can provide such a forum for sharing real property information. Other goals of the project include the following benefits to participating agencies:

- Learn how other Federal agencies have improved operations and reduced costs.
- Exchange solutions to common problems.
- Gather reliable information from colleagues on Federal real property issues.
- Collaborate to address common needs and concerns.
- Save resources by collaboratively gathering information.
- Improve Federal real property asset management by sharing information.

Other indirect benefits that may occur are improved networking among Federal employees and the forwarding of issues to the regional and national levels of Federal agencies, as appropriate, to bring about positive changes in Federal real property management.

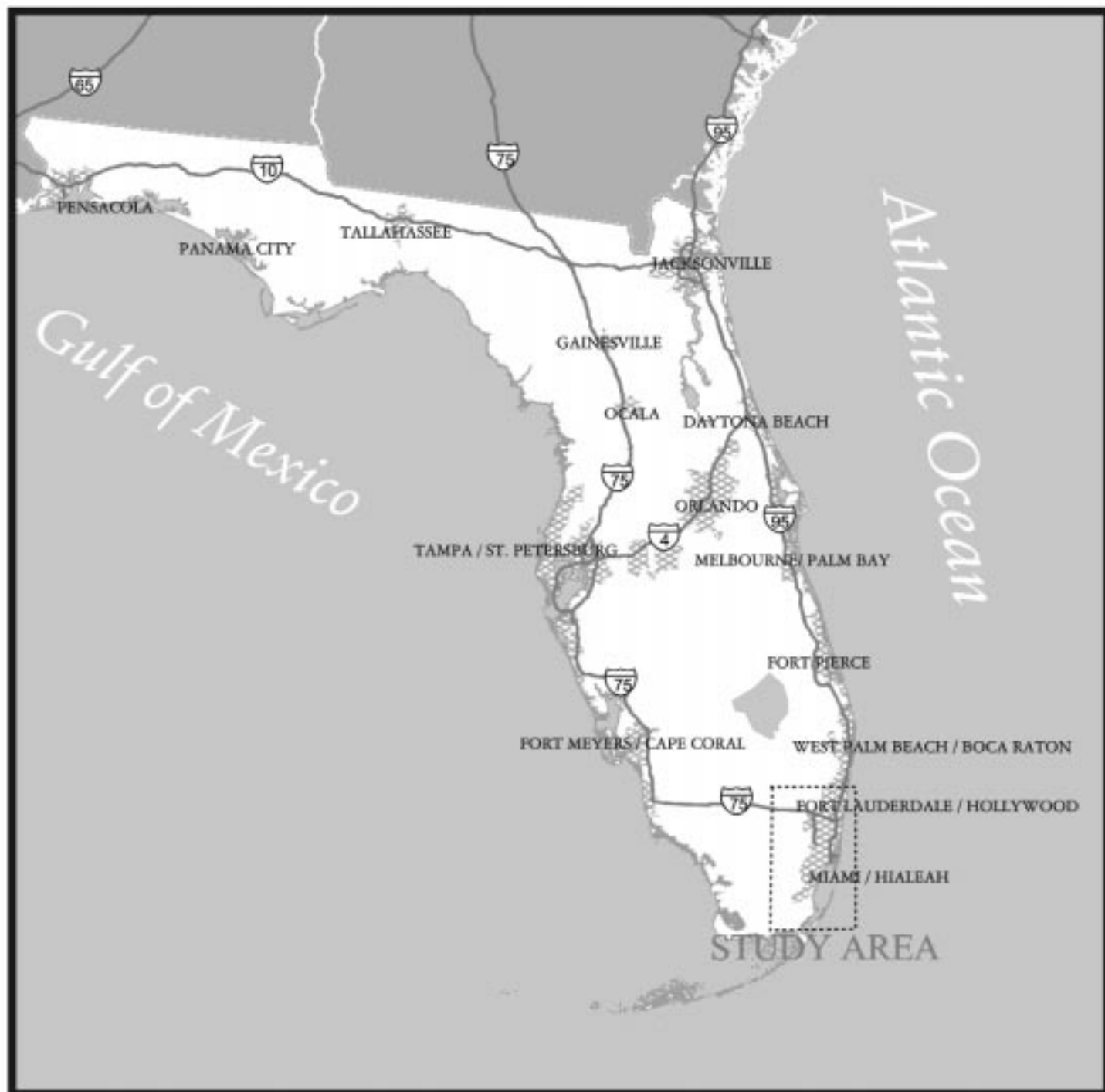
1.2 South Florida Community Selection Methodology

South Florida was selected as a community for Phase 2 of the GRPIS program based on the number of agencies, amount of Federal space, and discussion with Federal Agencies that participated in Phase 1 of the GRPIS Program. (Refer to Map 1 on page 2.) The Federal facility data was obtained from the World Wide Inventory, a GSA maintained database of all Federal real property, both owned and leased.

Prior to starting fieldwork in the South Florida area, the Office of Real Property sought input from and support of the Miami Federal Executive Board in May 1998. The Office of Real Property then began the process of obtaining Federal agency contacts and participants for the South Florida GRPIS

Study Area of South Florida GRPIS Project

Broward and Dade Counties



SCALE 1:5,000,000



— INTERSTATE SYSTEM
URBAN AREAS (Federally Adjusted)

Projection: Universal Transverse Mercator, Zone 18

Federal Real Property in South Florida Study Area (Square Feet)

County	Broward	Dade	Total
Owned	985,261	6,055,709	7,040,970
Leased	635,471	2,107,940	2,743,411
Total	1,620,732	8,163,649	9,784,381

project. This process is ongoing as the number of Federal real property personnel in any community is large and obtaining the necessary referrals is time consuming. This project is intended to serve as a catalyst to establish an interagency communication network necessary to achieve the goal of increased sharing of real property information among Federal agencies. Currently, the following Federal departments and agencies are participating in the South Florida GRPIS project:

- Department of Agriculture
- Department of Commerce
- Department of Defense
- Department of Health and Human Services
- Department of Interior
- Department of Justice
- Department of Labor
- Department of Transportation
- Department of Treasury
- Department of Veterans Affairs
- General Services Administration
- United States Postal Service

The fieldwork phase of the South Florida Project began with a kick-off meeting in June 1998 with Federal agencies to explain the purpose of the GRPIS project and to obtain input in clarifying the appropriate geographic scope. Based on initial review of the Federal inventory, Dade County was identified as the primary location of Federal agencies. At the kick-off meeting, a number of participants suggested the inclusion of Broward County because of its proximity to and commonalities with Dade County. Federal agencies located in Palm Beach County and Monroe County were also suggested as possible participants.

In response to these suggestions, the Office of Real Property reviewed the data from the World Wide Inventory on Palm Beach and Monroe Counties. This review showed that the majority of Federal agencies in those two counties were already represented in Broward and Dade Counties and facilities were few in number and small in size. Additionally, timing and logistical considerations did not allow for increasing the project scope at this stage of the GRPIS project.

However, this decision is not meant to preclude these counties and their associated Federal real property personnel from participating in future GPRIS initiatives in the South Florida area by the agency participants involved in this stage of the GRPIS project. On the contrary, agencies and associated Federal real property personnel should be invited and encouraged to participate in any real property information sharing initiatives that may evolve out of this initial project.

Thus, the focus of the South Florida GRPIS project is the counties of Broward and Dade which together form the Miami - Fort Lauderdale Consolidated Metropolitan Statistical Area. (Refer to Map 2 on page 5.) This geographic area is comprised of 14 Federal landholding agencies and 28 Federal agencies in GSA space for a total of approximately 10 million square feet of space.

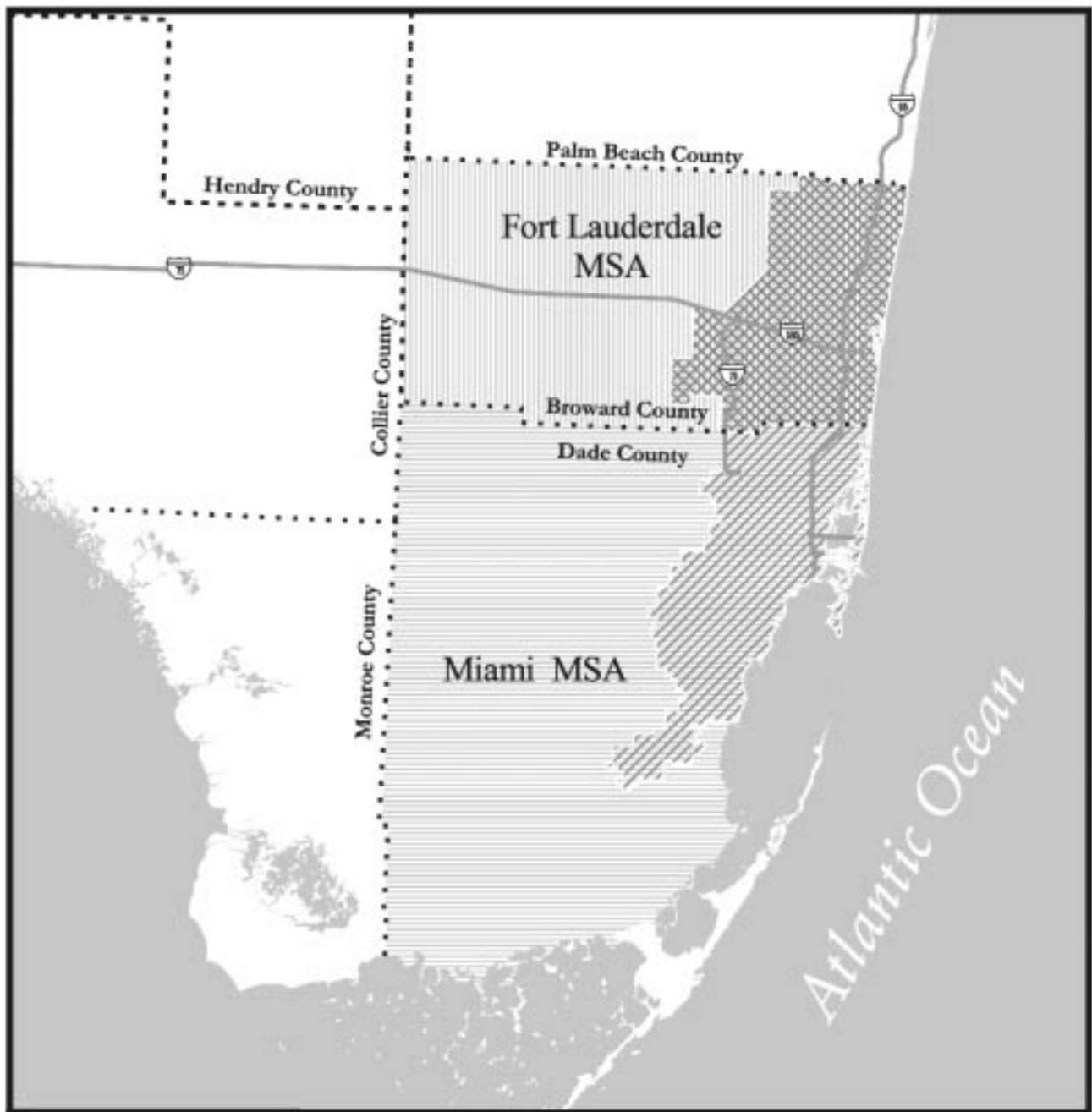
1.3 Study Process

The following schedule provides an outline of the steps taken to reach this point in the South Florida GRPIS project.

FEB Presentation	May 1998
Kick-off Meeting	June 1998
Site Visits	June - August 1998
Circulate Draft	October 1998
Agency Working Session	November 1998
Final Study Document	January 1999

The next step in the process will be a function of the Federal agency participants collaborating with the Office of Real Property to determine what means of sharing real property information would best suit the needs of the Federal community in South Florida. This report provides suggestions for consideration based on the research and site visits conducted to date and can be found under Section 7, "Recommendations for Consideration."

Metropolitan Statistical Areas (1996), Counties and Urbanized Areas South Florida



Metropolitan Statistical Areas - 1996

- Fort Lauderdale
- Miami

Urban Areas (Federal Adjusted)

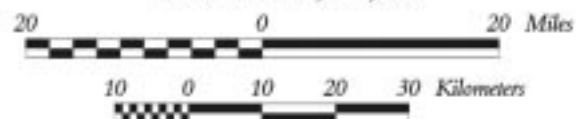
- Fort Lauderdale / Hollywood
- Miami / Hialeah

— Interstate System

... County Boundaries



SCALE 1:1,000,000



Projection: Universal Transverse Mercator, Zone 18

2.0 COMMUNITY CHARACTERISTICS

2.1 Overview

The South Florida area considered within this study encompasses the Miami - Fort Lauderdale Consolidated Metropolitan Statistical Area, comprised of Broward and Dade Counties. These counties are located in southeastern Florida and are bounded by the Atlantic Ocean on the east, the Florida Keys to the south, the Florida Everglades to the west, and Palm Beach County to the north.

Miami-Dade County is governed by an Executive Mayor and the Miami-Dade Board of County Commissioners and has a population of more than 2 million people. The county is comprised of 30 municipalities. Miami is the largest city in the county with a population of 350,000 people.

Broward County is comprised of 28 municipalities and has a population of 1.4 million people. Fort Lauderdale is the largest city in the county with a population of 150,000 people.

The study area represents all or part of seven Congressional Districts. (Refer to Map 3 on page 7.)

2.2 Trends

The population of the two county area has grown rapidly. The population increased 22%, from 2.6 million people in 1980 to 3.1 million people in 1990. The estimated 1998 population is 3.4 million people.

The Port of Miami and Port Everglades contribute to a very strong international trade and tourism based economy. The Port of Miami is the eighth busiest cargo port in the Nation. Miami International Airport processes 35 million passengers a year. Due to the airport's position as the second largest U.S. airport for international travel, it has garnered Miami the title of "Gateway to the Americas."

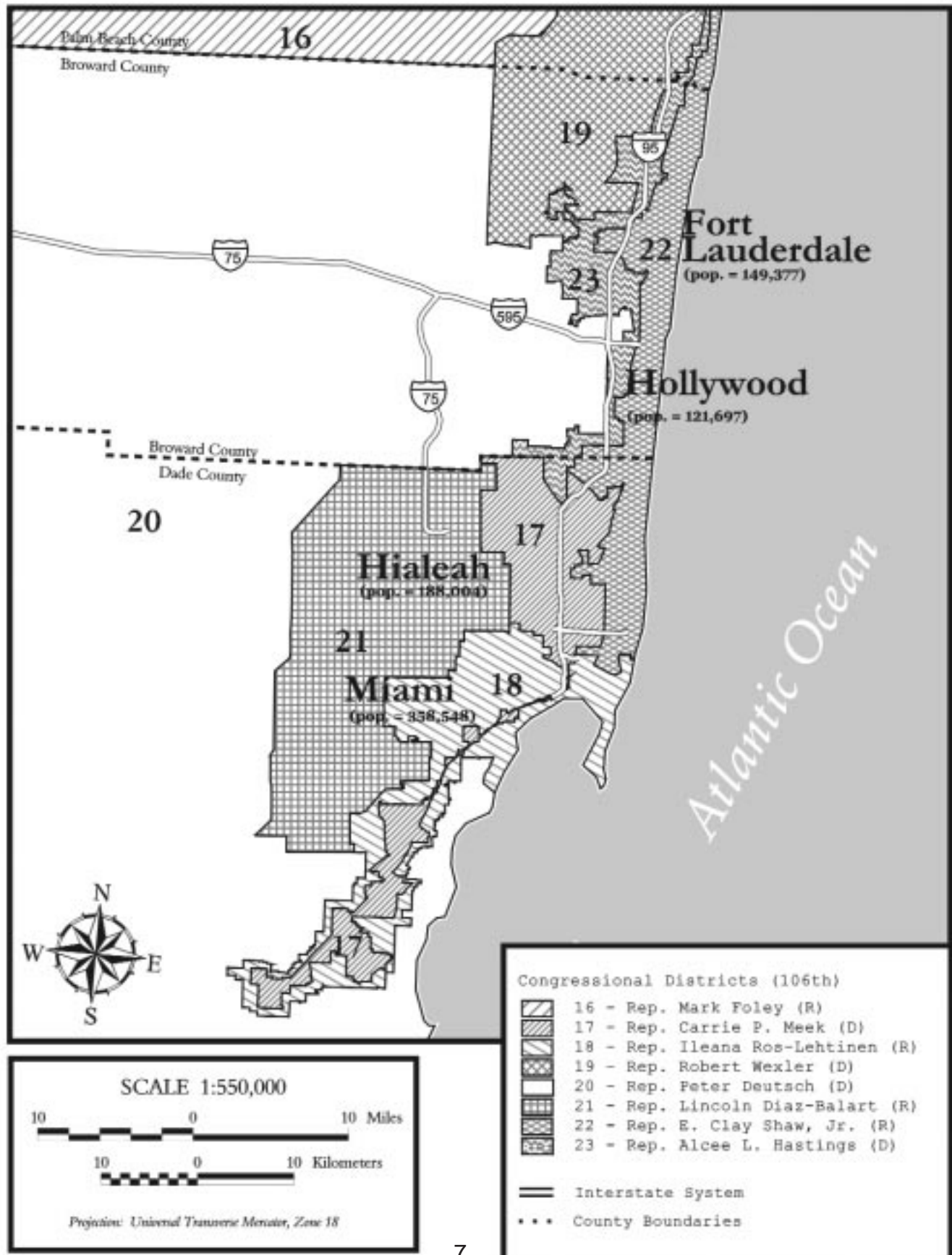
2.3 Environmental Conditions

The geological and meteorological conditions of South Florida have been major factors in the development patterns of the area. The tropical weather patterns have attracted large influxes of residents, particularly since World War II, with the increased availability of air-conditioned structures. At the same time, development has placed continually increasing pressures on a fragile and limited ecosystem.

As a result of the prevailing tropical weather patterns, the area is prone to tropical storms and hurricanes. These types of weather systems, in conjunction with a high water table and low topography, increase construction costs in the area tremendously.

Congressional Districts (106th) in Florida

Broward and Dade Counties



2.4 Federal Policies

Everglades Restoration

The impacts created by development in South Florida have significantly impacted the surrounding Everglades Ecosystem. The Everglades, which has been designated an endangered global system by the United Nations, has been continuously de-watered to support development in the area. In 1996, Congress passed legislation to support restoration of the Everglades Ecosystem. As part of P.L.104-127 (the 1996 Agriculture Act, Section 39 - Everglades Ecosystem Restoration), the Department of the Interior has been charged with reviewing the use of all Federal lands in Florida. If Federal property is determined to be non-essential, then it is to be declared excess and disposed of, with sale proceeds going towards restoration of the Everglades. Funds from such disposals shall be deposited in a special Everglades Restoration Account with the Treasury and shall not exceed \$100 million during the four-year period 1996-1999.

HUD Empowerment Zone/Enterprise Community Program

These Federal initiatives aim to rebuild and prompt economic growth in inner cities with low population density and high poverty rates. Miami-Dade was designated an Enterprise Community, which involves less aid than an Empowerment Zone designation, under the first round of the program in 1994. The Taxpayer Relief Act of 1997 established a second round of Empowerment Zone designations and Miami-Dade was designated an Urban Empowerment Zone. For further information call 305-375-3750, send an inquiry to: EZ/EC Initiative, 111 NW 1st St., Suite 1472, Miami, FL, 33128 or visit the Internet site: www.co.miami-dade.fl.us/ezone

National Brownfields Partnership

The Environmental Protection Agency (EPA) spearheads the Brownfields Program which is designed to cleanup environmentally contaminated urban land to a level that will allow its safe reuse for designated activities. The EPA, in conjunction with other Federal agencies, coordinates Federal efforts and resources to combine programs related to urban core revitalization. The program enables the designation, approval, and monitoring of cleanup projects, and with project approval, issues grants to local municipalities for cleanup costs. For further information visit the Internet site for Region 4 Brownfields: www.epa.gov/brownfields

2.5 State Policies

Water Policy

The Florida Department of Environmental Protection, through its regional affiliate the South Florida Water Management District, addresses statewide water management issues including establishing minimum flows and levels for surface water bodies and aquifers and water supply planning and development. The South Florida Water Management District is instrumental in supporting efforts laid out in the Florida Water Plan, the State Water Resource Implementation Rule, and the Surface Water Improvement and Management (SWIM) program.

Land Use Policy and Growth Management

The State of Florida has passed a number of laws during the past thirty years that are directed towards ensuring uniformity and fairness in land use planning for future growth and protecting property rights throughout the State. Legislation including the Florida Environmental Land and Water Management Act (1972), the State and Regional Planning Act (1984), and the Revised

Growth Management Act (1985), has created a framework that relates state, regional and local comprehensive planning efforts. This coordination effort of planning activities is intended to properly align the development of infrastructure and other capital improvements to foster orderly social, economic and physical growth within Florida.

Multimodal Transportation

The Florida Department of Transportation has undertaken a major multi-year improvement project in Dade County that is directed at improving operational, safety, and automated vehicle systems that provide east-west access from the Port of Miami to Miami International Airport and west. The proposed integration of roadway improvements, light rail, commuter rail, bus, and other forms of transportation into a unified system will have major beneficial impacts on surrounding communities. The goal is to provide for a safe, efficient, economical, attractive and integrated multimodal transportation system that offers convenient, accessible and affordable mobility to people and goods; conserves energy; and protects both the natural and social environments.

3.0 FEDERAL FACILITIES

Most Federal agencies are represented in South Florida, although certain agencies have a more significant presence due to the impacts associated with the geographic location of South Florida. The number of Federal agencies and the extent of their Federal programs and real estate presence in South Florida is greatly influenced by the environmental conditions, drug enforcement operations, inspection of imported goods, and immigration of foreign nationals.

This section contains descriptions of the missions and operations of a substantial portion of the Federal facility inventory in South Florida that ORP visited during the summer of 1998. See Maps 4 and 5 on pages 11 and 12 – Major Federal Facilities in South Florida Classified by Agency for agency locations and Major Federal Facilities in South Florida classified by Facility for facility locations in South Florida. Each facility summary includes agency programs under way, as well as the identification of issues an agency would like to address or future plans for a facility. The agency information provided below was obtained from agency representatives during site visits and telephone conversations, as well as from written documents and Internet sites.

3.1 Department of Agriculture

Agricultural Research Service (ARS)

South Atlantic Area Subtropical Horticulture Research Station

The station's activities were relocated in 1923 to the former Army World War I Chapman Airfield, specifically for the introduction of tropical plants into the U. S. The present site consists of 200 acres located off Old Cutler Road in Miami near Biscayne Bay. Their mission is to conduct and support environmentally sound research on tropical and subtropical crops by: introduction, preservation, evaluation, and distribution into the U.S.; development of methods to manage quarantined insect and disease pests; improvement of postharvest quality, and development of methods and technology to help maintain a sustainable agro-hydrology system. For more information, visit the Internet site: www.ars-grin.gov:80/ars/soatlantic/miami/homeshrs.html

Projects Underway

None.

Issues/Future Plans

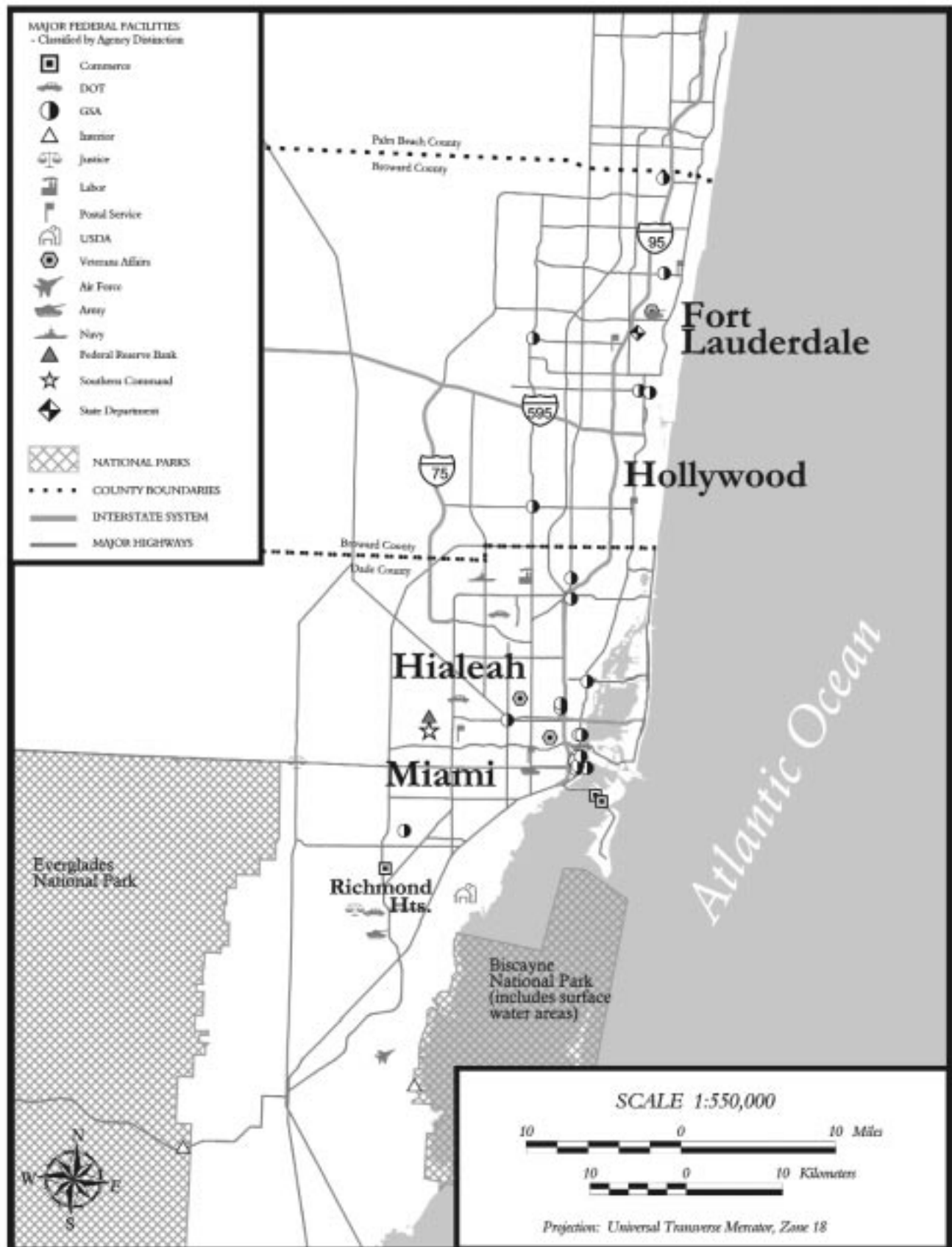
Construction of a new building with a lab is planned, in which the Animal Plant and Health Inspection Service (APHIS) will collocate with ARS. The present and future research conducted at the station has led to a need for improved security, but funds are not available.

Animal Plant and Health Inspection Service (APHIS)

APHIS provides leadership in ensuring the health and care of animals and plants, improving agricultural productivity and competitiveness, and contributing to the national economy and the public health. Inspectors at international airport terminals, seaports, and border stations check passengers and baggage for products that could harbor pests or diseases. APHIS also inspects ship cargo, rail and truck freight, and mail from foreign countries; certifies U.S. agricultural products for export; and helps combat plant pests within the U.S. APHIS works closely with other Federal inspection agencies.

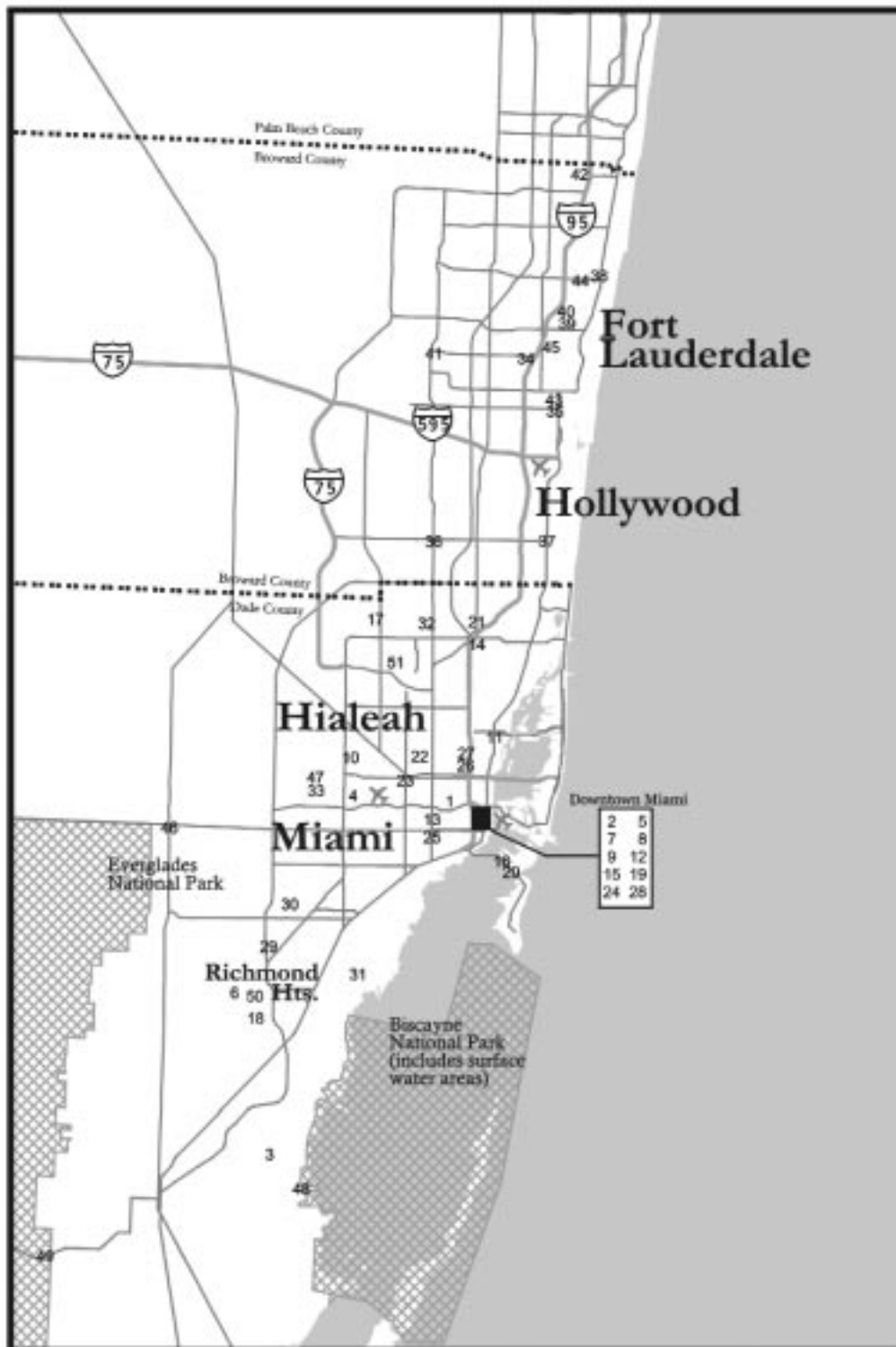
Major Federal Facilities in South Florida

Classified by Agency



Major Federal Facilities in South Florida

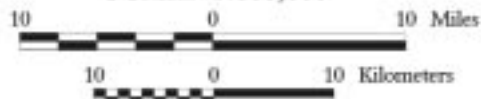
Classified by Facility



- 1 VA Medical Center
- 2 Bureau of Prisons FDC
- 3 Homestead Air Reserve Base
- 4 USPS General Mail Facility & VMF
- 5 James L. King Federal Building
- 6 Bureau Of Prisons FCI & Unicor Industries
- 7 Courthouse
- 8 Claude Pepper Federal Building
- 9 Brickell Plaza Building
- 10 FAA Air Traffic Control Center
- 11 City Center Building (INS)
- 12 Courthouse & Post Office
- 13 Riverside Station
- 14 FBI Building
- 15 155 Building
- 16 NOAA Atlantic Oceanographic and Meteorologic Laboratory
- 17 Naval & Marine Corps Reserve Center
- 18 US Army Reserve Center
- 19 CG Integrated Support Command Miami
- 20 NOAA SE Marine Fisheries Lab
- 21 Lincoln Square
- 22 VA Warehouse
- 23 Miami Tradeport
- 24 77 SE 5th St Building
- 25 USARC Miami Masters Field
- 26 Portland Building (DEA)
- 27 Columbus Building (DEA)
- 28 330 Biscayne Blvd
- 29 NOAA NWS National Hurricane Center
- 30 Sunset Center
- 31 USDA Subtropical Horticulture Research Center
- 32 Miami Job Corps Center
- 33 Southern Command
- 34 USPS Main Office
- 35 Federal Building & Courthouse
- 36 One University Drive (IRS)
- 37 USPS Main Office & VMF
- 38 USPS Main Office & VMF
- 39 VA Outpatient Clinic
- 40 US Army Reserve Center
- 41 Atrium West (GSA)
- 42 Financial Centre North
- 43 Broward Financial Center
- 44 Third Ave Office
- 45 State Department
- 46 INS Krome Detention Center
- 47 Federal Reserve Bank
- 48 Biscayne National Park
- 49 Everglades National Park
- 50 CG Communications Center & Civil Engineering
- 51 CG Air Station Opa-Locka



SCALE 1:600,000



Projection: Universal Transverse Mercator, Zone 18

- AIRPORTS (International)
- COUNTY BOUNDARIES
- INTERSTATE SYSTEM
- MAJOR HIGHWAYS
- NATIONAL PARKS & PRESERVES

Miami International Airport - Building 100

Building 100 houses the APHIS branch that is responsible for inspecting agricultural products. A separate building houses the Veterinary Services and Public Health branch responsible for inspecting animals. Both buildings are located within the confines of the Miami International Airport (MIA) and are managed by the Miami-Dade County Aviation Department.

Projects Underway

The Miami-Dade County Aviation Department is constructing a replacement building for Veterinary Services and Public Health.

Issues/Future Plans

- Some locations desire more security guards. Currently, the General Services Administration's Federal Protective Service is only present at the Cargo Clearance Center.
- In some cases, joint Federal agency lease agreements for real and personal property would be more advantageous than APHIS acquiring property separately.

Seaport Inspection Facility

The maritime inspection facility consists of two small buildings and a fumigation trailer that is located on Port Boulevard. From this location APHIS conducts inspections of the cargo shipping and cruise ship industries at the Port of Miami and the Miami River.

Projects Underway

APHIS is in the process of moving to a new lease location in the current Port of Miami offices. The new location will enable APHIS to expand office/lab space and to provide more parking for employees and customers, to better serve the shipping industries.

Issues/Future Plans

APHIS would like to be collocated with the other inspection agencies to increase their efficiency by creating a collaborative environment.

3.2 Department of Commerce

National Oceanic and Atmospheric Administration

Office of Oceanic and Atmospheric Research

The Office of Oceanic and Atmospheric Research (OAR), the primary research arm of NOAA, conducts and directs research in atmospheric, coastal, marine, and space sciences through its own laboratories and programs, and through networks of university-based programs. Their mission is defined as: Providing leading-edge scientific information and tools toward a clearer understanding of the oceans and atmosphere, and how human activity can affect them. The principal divisions of OAR are the Environmental Research Laboratories, the National Sea Grant College Program, the National Undersea Research Program, and the Office of Global Programs.

Atlantic Oceanographic and Meteorological Laboratory (AOML)

The mission of the Atlantic Oceanographic and Meteorological Laboratory is to conduct a basic and applied research program in oceanography, tropical meteorology, atmospheric and oceanic chemistry, and acoustics. The programs seek to understand the physical characteristics and processes of the ocean and the atmosphere, both separately and as a coupled system.

The AOML, completed in 1973, is located in Miami just off the Rickenbacker Causeway and across the street from the National Marine Fisheries Service. The approximately 5 acre site contains two buildings totaling 88,000 s.f., one of which is a 10,000 s.f. warehouse used to store equipment for their research ship, a man-made pond surrounding the facility, and an abandoned FAA tower on wetlands. NOAA used to own dock space at the Port of Miami, but found it was not cost effective given the amount of time dock space was needed. Instead, dock space is rented for the 300 foot *Ron Brown* when not at sea on a research trip. Ship maintenance work is conducted in Virginia.

Projects Underway

Planning for construction of a hazardous material building.

Issues/Future Plans

Adapting an older building for today's information technology requirements.

National Marine Fisheries Service (NMFS)

NOAA Fisheries is responsible for the management, conservation, and protection of living marine resources within the United States Exclusive Economic Zone. They also play a support and advisory role in the management of living marine resources in coastal areas under state jurisdiction, provide scientific and policy leadership in the international arena, and implement internationally agreed conservation and management measures. Their mission is defined as: Stewardship of living marine resources for the benefit of the nation through their science-based conservation and management and promotion of the health of their environment.

Southeast Fisheries Science Center (SEFSC)

The Southeast Fisheries Science Center, built in 1965, is located in Miami just off the Rickenbacker Causeway. The approximately 5 acre site contains two buildings totaling 60,000 s.f., a small pond, a salt water settling tank, and a pier on Biscayne Bay. The research conducted at the SEFSC has shifted from lab oriented work to technologically related work, consequently, a majority of the original lab space has been converted to office space. The NMFS boat named *Oregon II* is assigned to the Miami facility and kept in rented dock space at Port of Miami when not conducting research. For more information, visit the Internet site at: www.sefsc.noaa.gov/

Projects Underway

Two hazardous material buildings are planned once they can be sited at the center, which may impact parking availability.

Issues/Future Plans

The University of Miami is to do the maintenance work on the salt water settling tank in exchange for utilizing 90% of the tank capacity. The tanks are in need of work to function effectively. The SEFSC is reevaluating its need for the tanks in conjunction with its need to find a site for two hazardous material buildings.

National Weather Service

The following mission statement and how it is accomplished was taken from the NWS Internet address at: www.nws.noaa.gov/mission.shtml "Our Mission: The National Weather Service (NWS) provides weather, hydrologic, and climate forecasts and warnings for the United States, its territories, adjacent waters and ocean areas, for the protection of life and property and the enhancement of the national economy. NWS data and products form a national information data base which can be used by other governmental agencies and the private sector."

It is accomplished by providing warnings and forecasts of hazardous weather, including thunderstorms, flooding, hurricanes, tornadoes, winter weather, tsunamis, and climate events. The NWS is the sole OFFICIAL voice for issuing warnings during life-threatening weather situations.

National Hurricane Center (NHC)

The NHC is located on the campus of Florida International University in a state-of-the-art facility, completed in 1995. The facility is open 24 hours a day, 365 days per year. Provisions were made in the design of the facility to allow for media space in which to broadcast severe weather updates. The media built their own satellite tower for transmissions, but proprietorship is with the Federal Government. The Federal Emergency Management Agency (FEMA) has a small contingent of workers located in the building that coordinate response plans based upon information provided by the NHC. For more information, visit the NHC Internet site at: www.nhc.noaa.gov

Projects Underway

None.

Issues/Future Plans

None.

3.3 Department of Defense

Southern Command

A “unified command” is a permanent U.S. military body with components from at least two military services, set up to carry out a specific responsibility. Each service comprises part of the Southern Command. The U.S. Southern Command (or “Southcom”) is one of five unified commands whose area of responsibility (frequently referred to as an “AOR”) is geographic. Southcom’s AOR includes 19 nations — all of Latin America and the Caribbean excluding Mexico and French Guiana. In 1997, waters surrounding Central and South America, the Caribbean Sea, the Gulf of Mexico and Caribbean island nations were transferred from Atlantic Command to Southern Command responsibility.

Southcom is responsible for implementing U.S. security assistance programs within its AOR. It supports Security Assistance Organizations (SAO’s) at U.S. embassies, which are groups of military personnel implementing U.S. military aid programs (described in the next section). Southcom also carries out exercises, ongoing operations, military-to-military contact programs, special-forces training, and most other U.S. military activities that occur in its area.

The command’s missions include arms control and non-proliferation, military-to-military contacts, anti-terrorism operations, and counter-insurgency programs, as well as less traditional “military” roles such as conducting cooperative counterdrug operations, including supporting foreign military drug interdiction programs, non-combatant evacuations, search and rescue and disaster relief, contingency operations, and supporting humanitarian and civic assistance.

Southcom operates several bases in Latin America, the Caribbean, Puerto Rico and the United States. The command includes eight component units representing all armed services and several joint efforts.

Southern Command Facility

The Southern Command relocated from Panama to a leased facility near the Miami International Airport in September 1997. They are leasing a 154,000 s.f. high-tech building and

20 surrounding acres for security requirements on a 10-year lease term. The U.S. Army Corps of Engineers handles all real estate needs for Southern Command and the Army. The expanded mission has necessitated the housing of related Southcom functions in GSA controlled lease space.

Projects Underway

During the construction of the facility, Southcom's mission changed, thus requiring adaptations to accommodate an expanded mission with more space requirements. Lack of sufficient parking is a major problem that is in the process of being addressed.

Issues/Future Plans

Security is an ongoing concern.

Air Force

Homestead Air Reserve Base

Homestead Air Reserve Base is home to the Air Force Reserve 482nd Tactical Fighter Wing (TFW). In 1992, Hurricane Andrew virtually destroyed the base, prompting the moving of the Air Force 31st TFW to Aviano, Italy. A portion of the base is being rebuilt by the 482nd TFW in its new role as host unit and caretaker. The Air Reserve Base, which once consisted of over 3,000 acres, now consists of 950 acres for military and Federal use, with the remainder in the process of being exscessed. Some property has already been exscessed: 84 acres to Dade County Homeless Trust; one acre to Florida Power and Light; one acre to Pan Am Horizons Credit Union; and one acre to First National Bank of Homestead. The Florida National Guard now occupies a small portion of the former base, and the county is renovating facilities for Job Corps training and lodging. The rest of the 950 acres will be transferred to Dade County for public school, parks and recreation, and airport uses. For more information regarding the transfer, contact the Air Force Base Conversion Agency at Homestead on 305-224-7013 or visit their Internet site at: www.afbca.hq.af.mil/ols/homestead.htm

Projects Underway

The recently completed air traffic tower will soon become a civilian tower operated by the Federal Aviation Administration.

Issues/Future Plans

Environmental studies have been ordered by the Federal Aviation Administration to determine the impact of building a proposed commercial airport at Homestead that would provide relief to Miami International Airport, 30-miles to the north. Two warehouse facilities built along the runway for hurricane relief purposes will have to be moved.

Army Reserve

LTC Luis E. Martinez U.S. Army Reserve Center (ARC)

The ARC is located at Richmond Heights in Miami on 200 acres. The developed area consists of approximately 40 acres, with the undeveloped area made up of the endangered pine rockland forest habitat. The ARC was renovated after Hurricane Andrew. There are five reserve units in the ARC involved with field hospital and engineering support.

Projects Underway

The ARC facility is being surveyed as a precursor to 160 acres being exscessed. The land, once intended to be used for training is now prohibited from that use, because of endangered species in the pine rockland forest habitat.

Issues/Future Plans

There are plans to rebuild the medical exam area to save reservists the inconvenience of being sent to the VA Medical Center in Miami for annual exams, thus missing out on weekend training time. The ARC is looking for locations to conduct training maneuvers.

Navy

Miami Naval and Marine Corps Reserve Center

The Reserve Center consists of 90,000 s.f. of built space, located on 19 acres of land in Hialeah. The built space is split evenly between the Marines and Navy. The Marines do some active training on site, while the Navy does active training off-site, with both doing classroom training on site. There are 15 Naval Reserve Units assigned to the Reserve Center.

Projects Underway

The Reserve Center is replacing their roof in FY 1999. Navy is also currently evaluating their real property needs in Monroe County.

Issues/Future Plans

Parking is inadequate on weekends.

3.4 Department of Health and Human Services

Food and Drug Administration (FDA)

The Food and Drug Administration's mission is to see that the food we eat is safe and wholesome, the cosmetics we use won't hurt us, the medicines and medical devices we use are safe and effective, and that radiation-emitting products such as microwave ovens won't harm us. Feed and drugs for pets and farm animals also come under FDA scrutiny. FDA also ensures that all of these products are labeled truthfully with the information that people need to use them properly.

Miami International Airport Cargo Clearance Center

The Food and Drug Administration is currently consolidated at the Cargo Clearance Center building near the airport, because the majority of cargo inspected is flown into Miami International Airport (MIA). Imports that arrive by water are brought to MIA, since they are not immediately perishable. MIA is the largest U.S. port for imported fresh seafood, produce, and international cargo. The FDA's inspection operation is divided into Domestic and Import Inspection Branches. Customs, Agriculture, and the Fish and Wildlife Service are collocated in the Cargo Clearance Center to provide a one-stop clearance center for documentation that saves the cargo community valuable time and money.

Projects Underway

None.

Issues/Future Plans

The FDA is rapidly outgrowing their space and may need to move their domestic operations to another location. This situation is not optimal, since operational efficiencies that exist when the import and domestic operations are consolidated will no longer exist if the domestic operations relocate.

3.5 Department of Interior

National Park Service (NPS)

Biscayne National Park

The park, established as a national monument in 1968 and designated a national park in 1980, is located on Biscayne Bay, in Homestead. It is comprised of 181,500 acres, of which 95% is covered by water. Structures in the park are limited to the visitor center, administration building and a housing duplex for park rangers on the mainland, and four dwelling units for park rangers on two remote islands. The park protects and preserves a nationally significant marine ecosystem with mangrove shorelines, a shallow bay, undeveloped islands, and coral reefs. The park is used mostly by local residents for recreational uses such as diving and boating. An onsite concessionaire provides boating excursions. For more information, visit the park's Internet site at: www.nps.gov/bisc

Projects Underway

None.

Issues/Future Plans

- Recreational problems include damage to coral, water grass, and vegetation by boats.
- Oil spills are routinely dealt with.
- The park is trying to address leachate infiltration into the bay from a nearby landfill.

Everglades National Park

The park, often referred to as a river of grass, was created in 1947 to permanently protect and preserve a wilderness and ecosystem like no other on earth. In 1987, the park was designated a World Heritage Site to share its extraordinary natural wonders with the world. The combined total land and water acreage for the park is 1.5 million acres within Dade, Monroe, and Collier Counties. The park contains 301 buildings, totaling 322,110 s.f., with the largest consisting of 5 visitor centers, Park Headquarters, maintenance and utility buildings, research facilities, 2 environmental education camps, and the following 3 concessionaires: Flamingo Lodge, Shark Valley Tram Tours, and Sammy Hamilton Boat Tours. A Special Use Permit with the Miccosukee Tribe of Indians of Florida allows them to occupy 333.3 acres on the northern boundary of the park, along the Tamiami Trail. For more information, visit the park's Internet site at: www.nps.gov/ever

Projects Underway

- Numerous repair and rehabilitation projects are underway and planned as part of a Five Year Program. This Program includes increasing the number of handicap accessible facilities. The Five Year Program is augmented by the Fee Demonstration Program, which was designed to increase available funds to complete a backlog of maintenance projects. The available funds are monies collected at individual National Parks through newly increased park fees of which 80 percent will remain at the park collecting the fees.
- The park's water systems are being upgraded to comply with the Safe Drinking Water Act and wastewater systems to comply with the Clean Water Act. The park is anticipating the acquisition of properties in East Everglades to permit the implementation of a proposed Modified Water Delivery Plan.
- The park is involved with ongoing hydrological restoration designed to redistribute water flowing through the park according to pre-drainage patterns and to improve the quality of the water entering the Everglades. This project involves many agencies on various levels and impacts all of Southern Florida.

Issues/Future Plans

The park is in dire need of office space and is currently exploring options to accommodate the many researchers and volunteers that are studying and working to preserve the Everglades.

The mission of the National Park Service requires that many of its workers live on site. The existing housing facilities are in need of repair or replacement and there is a need for more housing facilities.

3.6 Department of Justice

Bureau of Prisons

Federal Correctional Institution (FCI) Miami

The FCI consists of a male medium security prison with an adjacent male minimum security prison located at Richmond Heights in Miami on approximately 200 acres of land. It was built in 1976 and presently incarcerates approximately 1,100 inmates. All facility maintenance and construction is done in-house, from cleaning to building new buildings (the Unicorn administrative area was built by inmates). The inmates are capable of doing everything from architecture and engineering design to build-out. They are supervised by 32 foremen that recruit skilled inmates as they enter the prison. For more information, visit the Bureau of Prisons Internet site at: www.bop.gov

Projects Underway

The inmates perform maintenance work at the adjacent Army Reserve Center through a program specifically set up to assist Federal military agencies.

The Bureau of Prisons has established an energy conservation program that has resulted in significant savings through the sharing of information between facilities.

Issues/Future Plans

None.

3.7 Department of Labor

The U.S. Department of Labor is charged with preparing the American workforce for new and better jobs, and ensuring the adequacy of America's workplaces. The Employment and Training Administration (ETA) is an agency within the Department of Labor. ETA's mission is to contribute to the more efficient and effective functioning of the U.S. labor market by providing high quality job training, employment, labor market information, and income maintenance services primarily through State and local workforce development systems.

Job Corps is a Federally funded training program that is the nation's largest residential education and training program for disadvantaged youth. Since its inception in 1964, Job Corps has provided a full-time, year-round residential program that offers a comprehensive array of training, education and supportive services, including supervised dormitory housing, meals, medical care and counseling. The program provides occupational exploration; world of work and social skills training; and competency-based vocational and basic education. Occupational trades offered include construction, automotive mechanics and repair, business and clerical, retail trades, health occupations, computer occupations and culinary arts. Post-program placement services are provided for all graduates.

To be eligible for Job Corps, participants must be between 16 and 24 years of age; be economically disadvantaged; be high school dropouts or in need of additional education or training; not be on probation or parole; be free of serious medical or behavioral problems, and come from disruptive environments. For more information, visit the following Internet site: www.doleta.gov/individ/jobcorps.htm

Miami Job Corps Center

The Miami Job Corps Center relocated to its 18-acre campus in Carol City in 1994. The 138,830 s.f. of facilities include: Male and female dormitories, classrooms, shops, medical rooms, a library, a childcare center, a fitness center, a recreation room, a cafeteria, and administrative offices. The Job Corps Center trains 160 residential students and 140 commuter students. Ten vocational skills are taught on site.

Projects Underway

Job Corps staff are continually looking for short-term projects in the area with Federal, State and Local agencies, and other not-for-profit groups for students to get hands-on experience in the trades of building maintenance, carpentry, landscaping, and painting. The students perform the work under supervision, while the project benefactor provides supply materials.

A new Job Corps Center is being constructed from Hurricane Andrew damaged buildings at Homestead Air Reserve Base.

Issues/Future Plans

Steps are being taken to repair leaking roofs and windows that were not installed correctly by the original contractor.

3.8 Department of Transportation

Coast Guard

Miami is headquarters for the Coast Guard's Seventh District, which covers South Carolina, Georgia, most of Florida, the Commonwealth of Puerto Rico, the U.S. Virgin Islands, and most of the Caribbean. District Seven's operations interface with 31 independent foreign nations and dependent territories while focusing on primary missions, which include maritime safety, environmental protection, facilitation of commerce, drug interdiction, and migrant interdiction. The District constantly ranks first in many law enforcement categories, including, drug seizures, amount of drugs seized, migrants interdicted and number of Search and Rescue cases. For more information, visit the following Internet sites at: www.dmdc.osd.mil/sites/owa/MAIN.Post_Inst and www.cg7.com/d7missions.htm

Brickell Plaza Federal Building

The Brickell Plaza Federal Building houses the Seventh District staff offices in downtown Miami.

Projects Underway

None.

Issues/Future Plans

None.

Integrated Support Command (ISC) Miami

The Integrated Support Command is located on Causeway Island, which is an 11.5 acre, man-made island, beside Mac Arthur Causeway in Miami Beach. The ISC is homeport to the

210-foot USCG Cutter Valiant, six 110-foot patrol boats, and the 180-foot buoy tender USCG Cutter Hudson.

Projects Underway

A national asset management program is underway to investigate space utilization, cost avoidance, and the consolidation of shore facilities. The ISC is currently looking at ways to convert garage type space to office space in order to follow through with consolidation plans on Causeway Island. The Communications Station will increase work space in the interim, with the use of trailer space.

Issues/Future Plans

The ISC is split between three locations: Causeway Island, Richmond Heights, and the Brickell Plaza Federal Building. Having all or more of the ISC located on Causeway Island, instead of three locations, would provide more efficient operations. Compounding the space constraints are the needs for parking and buoy storage at the ISC.

ISC Miami is slated for deployment of a new 225-foot buoy tender in 2001. However, the structural capacity of the ISC pier is for a 220-foot ship.

Communications Center Miami

The Communications Center and the Communications Station is located at Richmond Heights, on 252 acres of land that is prone to wildfires and home to a few endangered species. The presence of the endangered species severely limits any future development. The large site is needed to accommodate the various types of antenna for the Communications Station. The site was originally Navy Air Station Richmond, which was destroyed by a 1945 hurricane. The Communications Center was built in 1994 by Customs as a Customs Command, Control, Coordination, and Intelligence (C3I) operation to combat drugs in what was a joint venture with Coast Guard and the Department of Defense.

Projects Underway

None.

Issues/Future Plans

None.

Air Station Miami

The Air Station Miami is located at the Opa-Locka Airport. Its approximately 50 acres make it one of the Coast Guard's top three largest air stations and it has evolved into the busiest air/sea rescue unit in the world. Search and rescue is its primary mission. Other missions include maritime law enforcement, military readiness, and environmental protection. The Coast Guard has jurisdiction on and over international water. For this reason, they sail on Navy ships for drug enforcement purposes.

Projects Underway

Air Station Miami is in the midst of a four-year renovation/replacement plan. A new control tower building/hangar was recently completed. The old hangar is slated for renovation for conversion to enlisted housing.

Issues/Future Plans

None.

Richmond Heights Housing

The Richmond Heights Housing Area is home to the Seventh Coast Guard District Commander, Chief of Staff, and 98 other Coast Guard families. It is located just off 152nd Street and 123rd Avenue. Shortly after Hurricane Andrew in 1992, all housing units underwent a multi-million dollar renovation.

Projects Underway

None.

Issues/Future Plans

None.

3.9 Department of the Treasury

Customs Service

The mission of the Customs Service is to ensure that all goods and persons entering and exiting the United States do so in accordance with the laws and regulations of the United States.

Customs Air Station

The mission of the Miami Air Interdiction Division is to stem the flow of illicit drugs coming into the U.S. through the air and to assist other Federal, State and Local law enforcement agencies. The Customs Air Station recently completed constructing a new 59,000 s.f. office, training, and hangar facility at the Homestead Air Reserve Base. Thirty-two acres of land was transferred to Customs three years ago and building construction was completed in May 1997. The facility features state-of-the-art systems for security, cooling, sprinklering, and aircraft maintenance. This facility is proving to be a valuable example of the latest technology to support air station operations for Customs. Customs shares runways with the Air Reserve. Airplane maintenance is contracted out.

Projects Underway

None.

Issues/Future Plans

An increase in Customs personnel is planned for the Air Station, which was built to accommodate additional personnel.

Miami International Airport Terminal

Customs' mission at the airport terminal is to search and seize illegal substances entering the country via the airlines. Customs' space includes an office area, monitoring office, search rooms, processing areas, and a holding area.

Projects Underway

A project is underway to separate the baggage area from the search area with a wall as well as expand the international baggage claim and processing gates.

Issues/Future Plans

Customs has the national expert on designing airport inspection facilities working at the Miami International Airport.

Seaport Contraband Enforcement Team (CET)

The CET's mission is to look solely for narcotics. The Customs Miami CET is considered the best in the field and routinely trains personnel in Miami and in other U.S. locations. The Miami CET annual average cocaine seizures total 25,000 pounds.

Projects Underway

None.

Issues/Future Plans

The CET will need more space to house continued employee increases, related parking demands, and cargo inspection space.

Seaport

The Seaport facility's mission includes analyzing shipping manifests to determine which cargo ships and passengers on cruise lines should be inspected and then conducting inspections. The Miami seaport is the number one U.S. port for drug interdiction. It fluctuates between being the 6th - 8th largest U.S. port for tonnage. Miami experiences annual cargo increases of 7 to 10 percent.

Projects Underway

None.

Issues/Future Plans

The Seaport office needs more space in order to consolidate its employees from non-port locations.

3.10 Department of Veterans Affairs (VA)

The Department of Veterans Affairs provides the world's most comprehensive and diverse programs of benefits for veterans and dependents. The VA has established a Veteran's Integrated Service Network (VISN), which divides the U.S. into eight geographic areas of medical service. The Miami Veterans Affairs Medical Center is located in VISN 8, which is headquartered in Bay Pines, Florida.

Miami Veterans Affairs Medical Center (VAMC)

The VAMC is located just west of downtown Miami among other medical facilities. The VAMC complex consists of over one million square feet of built space on 26 acres of land. The 12-story hospital was constructed in the early 1960's. The hospital has 748 beds that accommodate 10,000 inpatients and 350,000 outpatients annually. The VAMC is affiliated with the University of Miami School of Medicine. For more information, regarding the Miami VAMC, visit their Internet site at: www.va.gov/sta/guide/

Projects Underway

The hospital's technological and medical treatment needs are continually changing, resulting in numerous renovation & alteration projects underway that incorporate as much flexibility as possible. To analyze how to best meet changing needs, the VA has developed an Excel spreadsheet template to request appropriations based on an in-depth cost benefit analysis that includes build, no-build, and lease alternatives. The entire hospital is undergoing a long-term major project to recable the building with fiber optics.

The in-house facilities staff has developed a facility mapping system for the Miami VAMC that is now used by the entire VISN, with hopes of a nationwide application for VA facilities. The system uses off-the shelf software to track facility demographics that aids in developing strategic plans for meeting clientele needs.

Issues/Future Plans

Hospital parking is a problem at peak out-patient clinic appointment times – mid-mornings and weekends. This has led to the use of valet parking, which has worked out well. Currently, there are no other plans regarding parking.

Veterans Affairs Warehouse

The 40,000 s.f. warehouse serves the Miami VA Medical Center. Built in the 1950's, it is located a few miles from the Medical Center in a low rent industrial district. The warehouse has a revolving inventory that generally maintains a 15-day supply of medical needs, plus hurricane supply levels during hurricane season. In addition, buildings management and administrative supplies are inventoried in the warehouse.

Projects Underway

None.

Issues/Future Plans

Security has been an ongoing problem, averaging one break-in per year.

3.11 General Services Administration (GSA)

Within GSA the Public Buildings Service is responsible for providing work environments for over one million Federal employees nationwide. The PBS mission is to improve the effectiveness of the Federal Government by ensuring quality work environments for its employees.

Created in 1949, PBS serves as a builder, developer, lessor and manager of Federally owned and leased properties. They provide a full range of real estate services: real estate brokerage, property management, construction and repairs, security services, property disposal and overall portfolio management. Over the years, PBS has become a recognized leader in the management of the Federal government's considerable real estate portfolio.

The GSA controls 3.4 million s.f. of space in the South Florida counties of Dade and Broward. The breakdown by county is Dade with 2.7 million s.f. and Broward with .7 million s.f.

Dade County

GSA owns four buildings in the City of Miami, totaling nearly 733,000 s.f. The four buildings, all located within the Central Business District along with the major tenants housed, are: the Claude Pepper Federal Building – IRS; the Brickell Plaza Building – Coast Guard and Customs; the U.S. Courthouse – Judiciary, and; the U.S. Post Office and Courthouse - Judiciary. The U.S. Courthouse, and the U.S. Post Office and Courthouse are delegated to United States District Court.

The GSA Customer Service Center is located in the Claude Pepper Federal Building and can be contacted on (305) 536-5751.

Projects Underway

The Department of Housing and Urban Development is moving from Coral Gables to Brickell Plaza, where the Department of Labor also recently relocated.

A new downtown Miami courthouse is scheduled for construction in the year 2000. A two-block site just west of the current downtown Miami court complex has been acquired and the early stage of design has begun.

Issues/Future Plans

None.

Broward County

GSA owns two buildings in the City of Fort Lauderdale, totaling just over 200,000 s.f. The two buildings located within the Central Business District along with the major tenants housed are: the Fort Lauderdale Federal Building/Courthouse – Judiciary and the Customshouse – Customs Service.

The remainder of GSA controlled space consists of leased space under 30,000 s.f., except for the IRS lease. The IRS District Headquarters, located in Plantation, occupies delegated leased space that is the only major lease in Broward County. The IRS is the only agency in South Florida with its district or regional headquarters located outside of Dade County.

GSA's Property Management Center is located in Sunrise and can be contacted on (954) 356-7681.

Projects Underway

The Fort Lauderdale Courthouse has won architectural awards for its waterfall terraces and hanging gardens, but requires ongoing repairs due to water leaks.

Issues/Future Plans

The Courts need to expand and are considering options for increasing their space. In the last five years, SSA and the U.S. Attorneys moved out of the Fort Lauderdale Courthouse in response to courts related growth.

3.12 United States Postal Service (USPS)

General Mail Facility (GMF)

The GMF is located near the Miami International Airport for efficiency of operation. The GMF site includes the main processing building that includes administrative offices, a retail store, a credit union, and a 24 hour daycare center to accommodate three shifts of workers.

Projects Underway

The Miami area was chosen as a test area to conduct marketing studies to determine where to locate retail stores. The study results were implemented and over the last year USPS has increased its market share over its competitors.

Issues/Future Plans

The GMF needs more space for equipment and computers to handle an increasing flow of mail.

4.0 FEDERAL FACILITIES' SERVICES AND AMENITIES

4.1 Public Services and Programs

All agencies have missions that directly benefit U.S. citizens and residents, but in addition to these missions, agencies often perform other public services beyond their primary missions that benefit citizens in small but concrete ways. In this capacity agencies in South Florida perform many services that aid the public. Listed below are some of the services and programs encountered during the data gathering phase of this project.

Services

The **National Oceanographic and Atmospheric Administration (NOAA)**, **National Weather Service (NWS)**, **Hurricane Center** provides a media room with associated hardware for the transmission of weather reports on hurricanes. The room was designed with input from radio and television media personnel to best serve their needs. The resulting design is a room adjacent to the live weather monitoring equipment, separated by a glass wall, that enables both the Hurricane Center personnel and the media personnel to do their jobs effectively and efficiently. The NWS personnel can do their jobs while providing weather reports to the media and the media entities have their own designated hardware connections and antennas on the roof of the facility that enables easy transmission of reports to the public.

The **Department of Agriculture (USDA)**, **Agricultural Research Service (ARS)** facility near Coral Gables on Biscayne Bay, provides palm and ficus trees from the plant crops on-site to local governments. Local governments use these plants in public right-of-ways as seen throughout South Florida.

Federal inspection agencies, **Customs Service**, **Food and Drug Administration (FDA)**, and **Fish and Wildlife Service** meet monthly at the Cargo Clearance Center building at Miami International Airport with the Dade County Chamber of Commerce Council and import industry personnel to discuss cargo processing issues. These meetings have resulted in more efficient processing of cargo for importers while meeting the requirements of Federal agencies.

The **Department of Interior (DOI)**, **National Park Service (NPS)**, **Biscayne Bay National Park** leases a docking area to a boat excursion concessionaire enabling visitors to access the park more readily since 95% of the park is the waters of Biscayne Bay.

The **General Services Administration (GSA)** has formed partnerships with local municipalities in South Florida as part of their national Good Neighbor Program to help revitalize communities. The program enables GSA to establish partnerships with municipalities and downtown business associations for access to GSA real estate management programs, such as security, maintenance, and cleaning of public spaces that are currently provided by localities.

Programs

The **Department of Justice (DOJ)**, **Bureau of Prisons (BOP)**, **Federal Prison Industries, Inc. (UNICOR)** facility at the Richmond Heights Federal Correctional Institution (FCI) produces products for Federal entities and other non-profit organizations. Products include linens, furniture, electronics,

graphics, and government uniforms. The FCI Miami facility primarily produces linens, including napkins and bed sheets, and Department of Defense jacket uniforms. While UNICOR's primary mission is the productive employment of inmates, the benefits to eligible entities are quality products at a low cost with no procurement bidding process. An additional benefit to the inmates who are eligible to participate in the program, those nearing the end of their incarceration terms, is the employment training received. UNICOR is self-sustaining with the income from its products, receiving no appropriations from Congress. For more information about this program, visit their website at www.unicor.gov or call the FCI Miami UNICOR facility on (305) 259-2472.

The **Department of Labor (DOL), Miami Job Corps Center** provides employment training to residents of the South Florida area that meet the eligibility requirements of the Job Corps Center program. Qualified applicants are individuals between the ages of 16 and 24 who have an interest in the job placement training programs available at the Miami Job Corps Center site. Although employment training is part of the DOL's mission, the coordination with the Dade County school system to provide on-site daycare for local students that do not reside on-site, enables the South Florida community to benefit from this program to a greater extent than would otherwise be possible.

The **Department of the Treasury, Customs Service Air Station Miami** has a drug prevention instruction program for local elementary school children that is a corollary program to its mission.

The **Department of Transportation (DOT), Coast Guard Integrated Support Command Miami** participates in a program commonly referred to as the "DEFTY" program, that is part of a nationwide Federal drop-out prevention program. Besides "getting the message out," the participants see the personnel and operations of a Coast Guard installation which serve as a role model.

These public services and programs are just some of the many that exist in the South Florida area. For additional information regarding these programs or other programs, contact the responsible agency listed in the appendix.

4.2 Government Employee Amenities

Many Federal Government employee amenities are available not only to the employees of the particular agency responsible for the service but to all Federal employees. Although some amenities give priority to their agency employees, all Federal employees are eligible. Listed below are some of the more unique amenities available to Federal employees in the South Florida area. Many additional amenities, such as fitness centers, are also available and are noted in the charts and graphs below. For additional information regarding any of these amenities, contact the agency responsible for the facility listed in the appendix.

The **U.S. Postal Service (USPS)** childcare center at their General Mail Facility near Miami International Airport provides 24 hour childcare services. The center is operated by the American Postal Workers Union and although USPS employees are given priority, it is open to everyone.

The Miami Federal Credit Union operates in South Florida and serves all Federal employees whose agency participates in the credit union. The main location is in the Claude Pepper Federal Building in downtown Miami. For further information call (305) 377-1017.

The **Department of Transportation (DOT), Coast Guard, Morale, Welfare, Recreation Office** has a program that provides discount travel packages and tickets to local attractions such as Miami Seaquarium, Sea World, Disney World, and Universal Studios to all Federal employees, including non-Coast Guard and civilian Federal employees. The Center operates out of the Coast Guard Integrated Support Command Miami and can be reached on (305) 536-5850.

The following chart shows some of the Federal facility amenities available in South Florida.

Facility	Cafeteria	Fitness Center	Childcare Center	Training Room
Army Reserve, Perrine		x		
Everglades National Park		x		
Job Corps Center, Carol City	x	x	x	
Naval & Marine Corps Reserve Center, Hialeah			x	
NOAA Fisheries, Virginia Key			x	
Southern Command, Miami Airport		x	x	
Customs Miami Aviation Branch, Homestead		x		X

5.0 INTERAGENCY RESOURCES AND PROGRAMS

Many Federal agencies have missions that are related to other Federal agencies as well as their counterpart state and local agencies. In many instances, collaboration has occurred both on national and local levels that enhances the operations of those agencies involved while maintaining or reducing the costs of those operations. The resulting programs and shared resources from these collaborations range from informal conversations to formal procedures at staff and/or management levels. There are numerous examples of these collaborations involving shared space, services, or supporting agency missions, both internally and externally. Listed below are some of the programs encountered in South Florida.

5.1 Shared Space

Facilities

The **Department of Agriculture (USDA)**, **Agricultural Research Service (ARS)**, **Subtropical Horticulture Research Station** near Biscayne Bay leases facilities to another component of USDA, **Animal and Plant Health Inspection Service (APHIS)**, and to the **Florida State Department of Agriculture**, both of which have related missions where collocation enables synergy.

All of the air stations, **Customs**, **Air Force Reserves**, and **Coast Guard**, share the runways on which they operate with private and commercial planes. This practice is common nationwide and enables both the public and private sector to reduce their costs of operations.

The **Coast Guard** Air Station at Opa-Locka houses a small **Army Reserve Center/Command** on base that enables the Army to have a dispersed location without undue expense.

The **NWS Hurricane** Center houses five **Federal Emergency Management Agency (FEMA)** employees which enables both agencies to improve hurricane preparedness. This collocation also reduces real property costs since FEMA would pay a premium for such a small amount of space.

The **National Park Service (NPS)**, **Everglades National Park** houses **National Oceanic and Atmospheric Administration (NOAA)**, **U.S. Geological Survey (USGS)**, and **State of Florida** employees at their facility in Key Largo as part of their joint everglade research programs.

Collocation

At the Miami International Airport a recent effort has increased the collocation of Federal agencies that improves the efficiency of operations. Currently, **Customs**, **USDA Animal Plant and Health Inspection Service (APHIS)**, **Immigration and Naturalization Service (INS)**, **Food and Drug Administration (FDA)**, and **Department of State** are collocated to facilitate operations. **Fish and Wildlife Service** also anticipates re-locating within the airport to be collocated with other Federal agencies.

Customs, **FDA**, and **FWS** are also collocated at the Cargo Clearance Center Building at the Miami International Airport so the administration of inspections, fines, and penalties of cargo can be done more effectively. At the same time, importer's operations are more efficient since they can go to one

location for all their cargo shipment processing.

Public Use Availability

Numerous Federal agencies in the South Florida area provide the use of their meeting, conference, and training facilities to other agencies on an as needed basis when not in use. For example, **Customs** Aviation Branch provides their newly constructed 60 person training facility and conference room to other Federal, state, and local entities.

The **Coast Guard** ISC on Causeway Island hosts many visiting ships at their dock space, including **Navy**, **NOAA**, and **Army** vessels. By allowing use of their facility, the Coast Guard helps agencies save the cost of leasing dock space for short periods of time at high cost to the Federal government.

Also at the **Coast Guard** ISC, there is a firing range with ten shooting galleries made available for practice to all Federal, state, and local government personnel as Coast Guard training permits.

The **National Oceanic and Atmospheric Administration** (NOAA), **National Marine Fisheries Service** (NMFS) provides the use of its teleconferencing center to state and local agencies with similar missions. This sharing of space provides more opportunities than would otherwise occur for all the agencies involved to learn about each other's current programs and initiatives.

Biscayne Bay National Park recently constructed a theater at its visitor center that is available on evenings and weekends for public use, including Federal agencies. The new facility has the latest technology in film projection and sound systems. For more information contact that park on (305) 230-7275.

The **Department of Labor** (DOL), **Miami Job Corps Center** provides the use of their facilities for the local police's "first time offenders" meetings and their basketball court for a local youth league. This sharing of space provides the locality with needed facilities in addition to supporting the Job Corps Center mission by creating a vehicle by which youth that may be eligible for the Job Corp's program can see what the program is about by being on-site.

Homestead Air Reserve Base is utilized for training by the Civil Air Patrol, **Army Reserve**, **FBI**, and the Boy Scouts.

5.2 Shared Services

At the Port of Miami and Miami International Airport, Federal inspection agencies, **Customs**, **USDA/APHIS**, **INS**, and **FDA** have coordinated operations in order to import cargo more efficiently. The agencies call upon one another when they inspect cargo that potentially comes under another agency's jurisdiction, thereby providing greater insurance that imported cargo is safe and speeding up the inspection process.

DOD combines active duty and non-active duty medical services at two locations in Miami, the **Coast Guard ISC** and **Coast Guard Air Station**. The ISC handles active duty personnel and refugee examinations. The Air Station handles active and non-active personnel.

The **Army Corps of Engineers** handles the majority of Southern Command's real property needs. By concentrating real property services within **DOD** operational costs are reduced.

The **General Services Administration** (GSA) provides security personnel for Southern Command's new facility near Miami International Airport enabling **DOD** to take advantage of existing government contracts.

5.3 Agency Mission Support

Operation Improvement

The Federal inspection services at Miami International Airport (MIA) recently participated in a Reinvention Lab to improve passenger processing. Being ranked in the U.S. as the second busiest airport in international passengers and with international passenger numbers increasing, airport personnel determined that changes were needed. MIA was designated a Reinvention Lab in August 1995 and a team was formed with employees from airlines, Miami-Dade County Aviation Department, Greater Miami Chamber of Commerce, Greater Miami Convention and Visitors Bureau, luggage porters, **Customs**, **INS**, **USDA**, and other Federal agencies. The result of the frequent meetings of this team has been both facility and processing improvements from simple signage to technological enhancements. Through this partnering with other agencies related to each individual agency's mission, the operational efficiency of passenger processing has greatly improved. The success of this initiative led to the MIA Reinvention Lab being selected as one of 25 finalists in the Innovations in American Government Awards Program. For more information or a copy of the MIA Reinvention Lab brochure, e-mail:rlab@miamiairport.com.

Customs has also increased the efficiency of their operations by partnering with the **Florida National Guard**. The National Guard provides 26 personnel for manual labor to support Customs' cargo inspection at the Port of Miami. This program began about eight years ago and provides training to National Guard personnel on a full-time, two to three year assignment, while supporting Custom's operations at a low cost to Customs. In return, Customs provides space and training for the National Guard personnel.

The **USDA Subtropical Horticulture Research Station** uses data provided by the **Department of Interior** (DOI) and the **National Institutes of Health** (NIH) in their research. They also host visiting scholars from third world countries whose scientists are generally housed on-site at cost to conduct research.

The **NOAA** bureaus **Atlantic Oceanographic and Meteorological Laboratory** (AOML), **National Marine Fisheries Service** (NMFS), **National Weather Service** (NWS) all have programs with academic institutions in the Miami area as well as nationwide. Both AOML and NMFS work extensively with the University of Miami, and the **NWS Hurricane Center** is located at Florida International University. These programs aid research at academic institutions as well as the Federal government.

The **Customs Service** (Customs) and the **Drug Enforcement Administration** (DEA) help each other achieve their mission by sharing information regarding drug interdiction that relates to each other's mission. Customs gathers data regarding drug transport, while DEA focuses on domestic and foreign lands. Together, this information provides a greater understanding of the flow of drugs into the U.S.

All Federal agencies in South Florida support the **Environmental Protection Agency** (EPA) mission regarding environmental improvement as appropriate to their operations. Environmental programs encountered included carpooling, recycling, and hazardous material waste disposal. Agencies involved in these programs include **Coast Guard**, **Customs**, **NOAA**, **Department of Veterans Affairs** (VA), and **U.S. Postal Service** (USPS). USPS has received awards for their recycling of plastic and cardboard containers.

Several Federal sites in South Florida have threatened and/or endangered plant species, as defined by the **Department of Interior** (DOI), that have either been documented or believed to be located on Federal property. The Federal agencies affected have adjusted land use and operational plans as appropriate to incorporate maintaining these habitats.

Operation Coordinations

To improve operations related to U.S. drug interdiction, **Customs, Federal Bureau of Investigation (FBI), Alcohol, Tobacco, and Firearms (ATF), U.S. Secret Service (USSS)**, and other agencies with related missions meet on a monthly basis to coordinate their enforcement programs.

NPS at Biscayne Bay National Park coordinates operations with agencies that have operations within the park, including **Customs, Coast Guard**, and the **Florida State Marine Patrol**. This coordination helps all the agencies operate more efficiently.

The **Miami Federal Executive Board (FEB)** provides an interagency forum for the development of locally coordinated approaches to common programs. These programs include those that are real property related. The forum also serves as a vehicle for national programs to be communicated to the local level and for FEB's to communicate to headquarters.

Cost Reductions

NWS Hurricane Center uses Air Force planes in addition to their own for hurricane reconnaissance flights. This sharing of resources reduces the cost to the Federal government for Hurricane Center operations.

DOL Miami Job Corps Center relies extensively on computer donations from various entities in the South Florida community. They are constantly searching for additional computers, especially later models, to be donated for their training programs.

Training Opportunities

The **Naval Reserve** trains ship maintenance reservists by utilizing the **Coast Guard** ISC facility at Causeway Island for weekend training. This partnership enables reservists to gain and maintain skills that are not available via classroom instruction and provides a service to Coast Guard and Navy ships berthing in Miami between ship rotations. This program recently began and can be viewed as a pilot for similar types of arrangements to occur throughout DOD with their reservists.

Homestead Air Reserve Base provides its site for training exercises by other entities. The **Army Reserve, Civil Air Patrol, Federal Bureau of Investigation (FBI)**, and the Boy Scouts are some of the entities that have benefited from this opportunity.

Dade County schools aid the **Miami Job Corps Center** in its mission of employment training by operating the childcare center on-site. The childcare center enables students living in the Miami area, who otherwise would not be able to take advantage of the programs offered at the Job Corps Center, to attend as non-resident students.

DOL Miami Job Corps Center does some short-term projects in building maintenance, painting, and landscaping for Federal, state, and local agencies for class training projects. The Job Corps provides labor at no charge, and the agencies provide the materials for the projects. Although projects take longer to complete than a private contractor, both the Job Corps and the agency receiving the product benefit.

The Department of Justice, **Bureau of Prisons'** Work Release Program offers building maintenance and small repair and alteration services to DOD facilities. The program operates out of the Federal Correctional Institute (FCI) Miami in Richmond Heights and enables inmates nearing the end of their incarceration terms to receive job skills in preparation for life after prison. In return, DOD installations receive services for the cost of materials, supplies, and the transportation of inmates. Currently the primary recipient of this program is the **LTC Luis E. Martinez Army Reserve Center** adjacent to FCI.

6.0 BRIGHT IDEAS

Numerous ideas were encountered during the data gathering phase of instances where Federal agencies used methods to address real property issues that were unique and found to be successful. These ideas encompassed many aspects of Federal real property issues, from operations to construction. Listed below are just some of the ideas encountered in South Florida.

- **The National Weather Service (NWS) Hurricane Center** used the opportunity of building a new facility to incorporate the communication of hurricane information for public safety operation into the building design. NWS sought the media's input into what building elements were needed to facilitate the transmission of information to the public. The result was a structure that provides the hook-ups necessary for transmission on-site, without the need to transport temporary equipment by the media, and a room designated for the media's use adjacent to the Hurricane Center's tracking equipment for easy and quick weather forecast reports. The media also is provided roof space where they can install satellites.
- **Federal inspection agencies** at the Miami International Airport Cargo Clearance Center building meet monthly with the Chamber of Commerce and import industry representatives to discuss inspection issues. This regular forum to voice needs and concerns from both sides of the operations enables all parties involved to understand the impact of each others operations and how they can best work together to improve everyone's operations.
- **Federal inspection agencies** at the Miami International Airport participated in a National Performance Review Reinvention Lab as part of an effort to improve the efficiency of international passenger processing. After forming a team with representatives of Federal agencies, the Miami-Dade County Aviation Department, international airlines, and baggage handlers, a plan was developed involving both operational and physical relocation elements that led to faster passenger processing while meeting the mission needs of everyone involved.
- **The Department of Veterans Affairs (VA)** has developed a facility mapping system that they have expanded to cover the VA's entire southeastern region. The system utilizes solely "off the shelf" software to track facility user demographics which aids the VA in developing strategic plans to meet future veterans medical needs. The system uses AutoCad, Oracle, ArcView, and a web page application, with all the software interfacing via the Oracle database. The system has benefited the VA in the South Florida area and current plans are to expand the system nationwide.
- **The Southern Command** utilized a "non-traditional" method of installing communication cables during the construction of their new leased facility. Instead of pulling communication cables through containment trays, they were placed in the trays. This resulted in a significantly reduced cable failure rate.
- **The Southern Command Facility** has installed lighting and heating and air conditioning override switches that are designed to save on energy costs. The override switches are used by personnel who work outside of normal business hours at the 24-hour facility. The override switches allow the workers to activate the lighting and heating and air conditioning systems in a portion of the building which would normally be operating at reduced capacity.

- **The Bureau of Prisons (BOP)** has established a nationwide network between facilities that operates as a clearinghouse, where a facility replacing equipment offers the old/replaced equipment to other BOP facilities. Examples of equipment transferred include kitchen or heating and air conditioning machinery which are, if necessary, reconditioned by prisoners for reuse. The equipment transfer program functions as a stopgap method for improvements given scarce funds.
- **The National Park Service** uses former NIKE missile site facilities in Everglades National Park for hurricane protection purposes. Equipment from both the Everglades National Park and nearby Biscayne Bay National Park is stored there in the event of hurricane threats to South Florida.

7.0 RECOMMENDATIONS FOR CONSIDERATION

7.1 Potential Actions for South Florida

The following ideas on what actions may be taken on a community-wide basis to facilitate real property management in the South Florida community are based on the Office of Real Property's research and observations, and the thoughts of the Federal real property personnel who collaborated with us on this project. Given that this study was limited in scope and time available, there are many more ideas and initiatives with potential and we encourage that this list be added to and elaborated upon.

- **Form a Federal real property group** that meets periodically. Agenda items could include sharing information regarding the following: space needs and vacancies; facility management techniques that have been successfully implemented; real property issues being dealt with by member agencies to get feedback, guidance, etc. from colleagues; new developments in Federal, State, or local real property policy or regulations.
- **Explore the benefits of developing a newsletter** to share facility management information, such as energy conservation ideas, in order to reach all facility personnel in South Florida.
- **Develop a Federal hurricane aftermath response strategy.** Similar to hurricane preparation strategies and based on the Hurricane Andrew aftermath, develop a plan of action that incorporates the lessons learned and services each Federal agency could provide to other agencies in a hurricane aftermath to maintain Federal operations at an optimal level.
- **Distribute information on projects done by agencies in the last five years** (major and minor construction projects, leases, etc.). This list would provide agencies with contacts who have dealt with an issue they may be facing that could provide input as to "dos and don'ts," endorsements (or lack of endorsements) for the contractors used for the project; etc.
- **Distribute information on meeting, conference, and training facilities that are available for use** by other Federal agencies. This list would provide agencies with locations that meet their requirements for a particular meeting, conference, or training session and a contact office for reserving the facility.
- **Explore the opportunities of sharing contracts.** The magnitude of the Federal presence in South Florida and the existing contracts for property and systems maintenance by the large Federal landholding agencies would enable setting up contracts that allow smaller Federal landholding agencies to benefit, as well as provide even greater benefits to large Federal landholding agencies.
- **Create an interagency working group to address land use in the Richmond Heights area.** There are a number of Federal landholding agencies with properties in this area that border one another and are considering land use changes in the short-term. These changes could influence optimal land use alternatives by creating possibilities such as joint land uses, exchanges, etc. A working group would ensure that the overall Federal perspective

regarding land use is considered as agencies make final land use decisions.

- **Explore sharing space by contraband and drug interdiction agencies.** Although many of these agencies are already collocated, sharing space may enable additional real estate cost savings by creating flexibility in the amount of space leased for such purposes to more closely match the need which is operationally dependent.

7.2 GRPIS Program Guidelines

The following Interagency Information Sharing Initiatives and Facility Location Principles were developed in Phase I of the GRPIS program conducted in the Seattle-Everett-Tacoma area of Washington State. The Initiatives and Principles were developed from case studies, as guidelines for encouraging the sharing of real property information and making better asset management decisions.

These Initiatives and Principles can be applied in many different situations nationwide. In that regard, they are included in this study to be used as guidance for further developing the South Florida recommendations outlined in the previous section.

Interagency Information Sharing Initiatives

These initiatives are intended to create and foster an information sharing environment in a Federal community that will encourage more collective decision-making, leading to cost-effective and timely solutions to agencies' real property, operational, and programmatic needs. Each information sharing initiative is followed by an example of an action that occurred as a result of the Seattle-Everett-Tacoma GRPIS Project and an action underway as a result of the South Florida GRPIS Project.

Interagency Participation

Objective: Promote interagency participation on an ongoing basis on issues of mutual concern.

Suggested Actions:

- Form teams and enlist agency help through contributing team members.
- Form a council and elicit agency guidance from council members.

Seattle-Everett-Tacoma Action Underway

As a result of the Seattle-Everett-Tacoma GRPIS Project, the Puget Sound Real Property Council was formed. The most significant outcome of the project, the Council meets on a quarterly basis to share information on a wide range of real property related topics, including the notification of space need and availability.

South Florida Action Underway

Many of the Federal agencies involved in the South Florida GRPIS Project are in the process of forming a real property council to meet on a regular basis. The council will provide a forum to share information and evaluate methods and projects to help the South Florida Federal community deal with real property related issues.

Interagency Rapport

Objective: Enhance rapport between agencies that will encourage ongoing interagency communication.

Suggested Actions:

- Identify individual agency expertise, concerning both real property and programmatic issues that may be of service to other agencies.
- Identify possible future government-wide projects.
- Form partnerships to propose mutually beneficial initiatives and programs.

Seattle-Everett-Tacoma Action Underway

The Federal Maritime Inspection Agency Collocation Initiative originated with the Seattle area GRPIS process. Discussions with the inspection agencies in the Seattle Federal community indicated a desire to capture the benefits of collocation at the seaport. The agencies are currently investigating the possibility of collocating in Seattle, while the issue is also being discussed at the headquarters level.

South Florida Action Underway

Coordination of public and private entities at the Miami International Airport has already occurred in South Florida as a result of the Airport Reinvention Lab conducted previous to the GRPIS project. The lab has been successful in reducing international passenger processing time while increasing controlled substance interceptions and enforcement. Federal inspection agencies also meet on a monthly basis with the local Chamber of Commerce and import industry personnel to continue improvement of inspection processes.

Optimize Resources

Objective: Assess best practices, cost savings, and possible duplicative efforts by agencies to save human and capital resources government-wide, for real property asset management decisions.

Suggested Actions:

- Identify and implement cost saving programs.
- Identify and establish best practices.
- Identify and eliminate duplicative efforts by agencies.

Seattle-Everett-Tacoma Action Underway

At a GRPIS Study draft review working session, Federal agencies discussed the need to “advertise” space needs among themselves, since other agencies were often unaware of these opportunities. This discussion led to the U.S. Postal Service expressing a need for warehouse space and the General Services Administration (GSA) indicating warehouse space availability. The two agencies completed a lease agreement that is saving the Postal Service \$300,000 per year and increasing the occupancy of Federally-owned space. These opportunities continue to be available to Federal agencies through the Puget Sound Real Property Council which includes an agenda item for expression of space needs at its quarterly meetings.

South Florida Action Underway

In the course of conducting the South Florida Project, the Office of Real Property GRPIS Team collected and shared Federal agency real property information with potential use by other agencies. One significant outcome was a partnering of the Coast Guard Air Station Miami at Opa-Locka and the Miami Job Corps Center. The Coast Guard needed to renovate and maintain their aging facilities with limited funding and the Job Corps was in continual need of finding projects suitable for training vocational skills to program participants. The GRPIS Team linked up the Coast Guard and the Miami Job Corps Center, resulting in benefits to both agencies. Coast Guard will receive facility improvements, landscaping and painting, for the cost of materials, thereby reducing expenditures, while the Job Corps will receive a training opportunity for their vocational programs.

Better Decisions

Objective: Encourage the use of asset management principles and innovative solutions to reach decisions.

Suggested Actions:

- Identify software packages that aid real property decision making.
- Encourage long-term planning.
- Explore innovative solutions.

Seattle-Everett-Tacoma Action Underway

A Joint Pier Use Initiative was developed as a result of the Seattle area GRPIS project. The GRPIS Team visits to Federal maritime facilities indicated a short and long-term need for additional pier space. As a result, the Navy, Coast Guard, and National Oceanic and Atmospheric Administration have met to discuss their needs, and are now exploring opportunities for sharing piers and other services among their agencies, both in Seattle and nationwide.

South Florida Action Underway

The Miami Veterans Affairs (VA) Medical Center's in-house facilities staff has developed a facility mapping system with potential nationwide application. The facility mapping system is being used by the Florida-Puerto Rico Veterans Integrated Service Network (a geographic based service area) and uses off-the-shelf software to track facility demographics that aids in developing strategic plans for meeting client needs. The VA is exploring the possibility of VA nationwide application but the application could also be used by other Federal agencies with similar geographic based service areas.

Reliable Data

Objective: Establish an accurate, usable data source, which effectively reflects the Federal presence in the community.

Suggested Actions:

- Determine and adopt a data system that meets the needs of all agencies.
- Develop a reliable information gathering process.
- Conduct field investigations in selected community.

Seattle-Everett-Tacoma Action Underway

The Seattle-Everett-Tacoma GRPIS Project resulted in a study document that provides useful community information as well as Federal, state, and local real property contacts. The Federal agency contacts are maintained by the GRPIS initiated Puget Sound Real Property Council via electronic mailing lists. The Puget Sound Real Property Council is also a vehicle for members to share best practices, recent rules, and regulation compliance methods.

South Florida Action Underway

The GRPIS Project process and the GRPIS Study document are methods by which information was gathered and shared. The GRPIS Project process also serves as an effective means of establishing local Federal agency contacts and networking. Once established these networks function as resources for real property information. These types of contacts can lead to the development of information sharing projects.

Facility Location Principles

The following Facility Location Principles were developed as a guide for making more informed asset management decisions based on field work conducted during the Seattle-Everett-Tacoma GRPIS project. However, they may be applicable in a broad number of situations nationwide.

Mission Requirements

Ensure that all mission requirements including necessary supporting services are considered in location decisions.

Agency Collocations

Agencies with similar missions should consider collocation to allow opportunities for cost savings.

Enforcement Agency Location

Enforcement agencies with security concerns should not locate adjacent to non-enforcement agencies.

Executive Order Compliance

Abide by Executive Orders (EO) regarding location priorities. All efforts should be made to satisfy the intent of all EOs. Legal counsel should be consulted for complex cases.

Real Property Exchange

Consider exchange of Federally owned land with other Federal agencies and State and local jurisdictions to better meet changing mission requirements. Evaluate possible package deals that benefit all parties.

Expansion Options

The facility site, whether being newly acquired or already existing, should allow for reasonable expansion requirements.

Land Use Compatibility

Surrounding land uses should not conflict with or impair the mission of the Federal agency.

Environmental Compliance

Environmental site assessments and National Environmental Policy Act (NEPA) documentation must be conducted on sites being considered for acquisition and for Federally-owned sites with plans to alter present uses.

Infrastructure Support

Since infrastructure support is critical to an agency's operations, all infrastructure needs, including utilities, transportation, and telecommunications, need to be considered when making location decisions.

Public Transportation Access

Public transportation should service a facility for the benefit of both employee and public access.

Facility Security

Security required to protect Federal facilities and their operations as well as guaranteeing the security of surrounding land uses from Federal facility operations need to be considered.

Shared Space

Agencies with similar missions that use the same type of space on an intermittent basis should consider using the same space on a timeshare basis.

8.0 APPENDICES

8.1 Government Information Sources

The following information is provided as a place to start in finding Federal real property information and resources in South Florida. By no means exhaustive, this list is intended to cover general data sources of Federal, state, and local agencies.

Federal — South Florida

Department of Agriculture (USDA)

Animal and Plant Health Inspection Service

www.aphis.usda.gov/oa/imexdir.html

Internet site provides information, where, how, and forms, on the importation and exportation of plants and animals to the U.S. Most items can be imported and exported through Miami locations. Phone numbers for specific information is also provided.

Department of Agriculture (USDA)

Agricultural Research Service (ARS)

Subtropical Horticulture Research Station

13601 Old Cutler Rd.

Miami, FL 33158

(305) 238-9321

(305) 238-9330 fax

www.ars-grin.gov:80/ars/SoAtlantic/Miami/homeshrs.

Internet site provides information on the research station's mission and research projects currently underway, including a new Everglades Agro-Hydrology Research Unit established to study the affects of changes in the Everglades on groundwater in Dade County.

Department of Commerce (DOC)

International Trade Administration

U.S. and Foreign Commercial Service

Miami U.S. Export Assistance Center

P.O. Box 590570

Miami, FL 33159

5600 Northwest 36th St., Suite 617

Miami, FL 33166

(305) 526-7425

(305) 526-7434 fax

Email Address: OMiami@doc.gov

www.ita.doc.gov/uscs/fl/

Department of Commerce (DOC)

National Oceanic and Atmospheric Administration (NOAA)

National Hurricane Center, Tropical Prediction Center

11691 SW 17th St.

Miami, FL 33165-2149

(305) 229-4470

www.nhc.noaa.gov

Department of Commerce (DOC)

National Oceanic and Atmospheric Administration (NOAA)
National Marine Fisheries Service (NMFS)
75 Virginia Beach Dr.
Miami, FL 33149
www.sefsc.noaa.gov

Department of Commerce (DOC)

National Oceanic and Atmospheric Administration (NOAA)
National Weather Service (NWS)
11691 SW 17th St.
Miami, FL 33165-2149
(305) 229-4502
(305) 229-4522 weather information
www-mfl.nhc.noaa.gov

Department of Defense (DOD)

Homestead Air Force Base Conversion Agency
OL-DDH
29050 Coral Sea Blvd.
Homestead AFB, FL 33039-1299
(305) 224-7013
(305) 224-7067 fax
www.afbca.hq.af.mil/ols/homestead.htm

Department of Housing and Urban Development (HUD)

Florida State Office
1320 South Dixie Highway, 5th Floor
Coral Gables, FL 33146-2911
(305) 662-4510
(305) 662-4519 fax
www.hud.gov/local/fso/fso_home.html
Internet site includes HUD property listings, home buying guide, HUD forms, and other information.

Department of Interior (DOI)

Fish and Wildlife Service (FWS)
Supervisory Office, Law Enforcement
10426 NW 31st Terrace
Miami, FL 33172-1200
(305) 526-2610
(305) 526-2695 fax
www.fws.gov/r4eao/wildlife/lesrami

Department of Interior (DOI)

National Park Service (NPS)
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P O Box 1369
Homestead, FL 33090-1369
(305) 230-PARK (7275)
www.nps.gov/bisc

Department of Interior (DOI)

National Park Service (NPS)
Everglades National Park
40001 State Rd. 9336
Homestead, FL 33034-6733
(305) 242-7700
www.nps.gov/bisc/

Department of Justice (DOJ)

Bureau of Prisons (BOP)
Federal Prisons Industries, Inc.
Federal Correctional Institution (FCI) Miami
15801 SW 137th Avenue
Miami, FL 33177
(305) 259-2472
(305) 259-2473 fax
www.unicor.gov
Internet site provides product information for Unicor nationwide with how to order on-line or by phone for each Unicor location.

Department of Labor (DOL)

Miami Job Corps Center
3050 NW 183rd St.
Miami, FL 33055
(305) 626-7800
(305) 626-7857 fax
E-Mail Address: miami@jcdc.jobcorps.org
www.jobcorps.org/main.htm

Miami International Airport Reinvention Lab

www.miami-airport.com/html/body_reinvention.html
Internet site provides background information on the Federal reinvention lab pilot.

Small Business Administration (SBA)

www.sba.gov/regions/states/fl/miam.html

Social Security Administration (SSA)

South Florida Area
(800) 772-1213
www.ssa.gov/atlanta/index.htm
Internet site provides listing of all district offices in South Florida and their addresses.

South Florida Congressional Districts

congress.org
Internet site provides Federal government phone directories, listing of congressional representatives alphabetically or by state or zip code with links to their websites.

Department of Transportation (DOT)

U.S. Coast Guard
Seventh District
www.cg7.com/index

Department of Transportation (DOT)

Federal Aviation Administration
Miami Air Route Traffic Control Center
7500 NW 58th St.
Miami, FL 33166
(305) 716-1500
www.faa.gov/ats/zmaartc/zma.htm

Florida State**Office of the Governor**

State Capitol
Tallahassee, FL 32399-0001
www.eog.state.fl.us
(850) 488-2272

Florida Department of Transportation

605 Suwannee St.
Tallahassee, FL 32399-0450
www.dot.state.fl.us
South Florida Water Management District
3301 Gun Club Rd.
(Mailing Address: P O Box 24680)
West Palm Beach, FL 33406
www.sfwmd.gov

Service Centers in South Florida:

Broward Service Center

New River Court Building, Suite 10
Ft. Lauderdale, FL 33312-1723
(954) 713-3200

Miami-Dade Service Center

Kendar Building
1550 Madruga Ave., Suite 412
Coral Gables, FL 33146
(305) 663-3521 or (800) 250-4300

Florida Keys Service Center

P.O. Box 430520
Big Pine Professional Building
Mile Marker 29.75
Overseas Highway - Ocean
Big Pine Key, FL 33043
(305) 872-1182 or (800) 464-5067

Local**Broward County**

115 S. Andrews Ave.
Fort Lauderdale, FL 33301

www.co.broward.fl.us

Website links include Port Everglades.

Dade County

U.S. Department of Housing and Urban Development Empowerment Zone

Miami-Dade is eligible for Federal funds under the U.S. Department of Housing and Urban Empowerment Zone initiative. For more information contact the County at (305) 375-3750 or visit their internet site at www.co.miami-dade.fl.us/ezone

Miami-Dade County

111 NW First St.

Miami, FL 33128-1904

(305) 375-4507

(305) 375-4950 fax

www.metro-dade.com

Internet site links include the Port of Miami.

Miami International Airport

4200 NW 21st St.

Miami, FL 33122

www.miami-airport.com

South Florida Regional Planning Council

3440 Hollywood Blvd., Suite 140

Hollywood, FL 33021

(954) 985-4416 or (800) 985-4416

(954) 985-4417 fax

www.sfrpc.com

South Florida Regional Planning Council is a planning and public policy agency whose mission is to coordinate the programs of its local government members that have regional affects. The Council's Strategic Regional Policy Plan for South Florida guides the Council's activities and can be found on their Internet site or by contacting the Council.

Florida Department of Transportation District Offices

District 4, Southeast Florida

(Broward, Indian River, Martin, Palm Beach, and St. Lucie Counties)

3400 West Commercial Boulevard

Fort Lauderdale, FL 33309

(954) 777-4090

(954) 777-4197 fax

www.dot.state.fl.us/moreDOT/districts/dist4.htm

District 6, South Florida

(Miami-Dade and Monroe Counties)

1000 NW 111th Ave.

Miami, FL 33172

(305) 470-5349 or (800) 435-2368

(305) 470-5610 fax

www.dot.state.fl.us/moreDOT/districts/dist6.htm

8.2 South Florida GRPIS Study Contacts

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Department of Labor

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Department of Labor

Mr. Melvin Collins
Office of Job Corps
61 Forsyth St., Room 6T95
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Department of the Treasury

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Department of the Treasury

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Department of the Treasury

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South Florida

Governmentwide Real Property Information Sharing Study

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